

# COGTA Annual Performance Plan 2020-2021



## **GAUTENG PROVINCE**

CO-OPERATIVE GOVERNANCE AND  
TRADITIONAL AFFAIRS  
REPUBLIC OF SOUTH AFRICA

GAUTENG PROVINCIAL LEGISLATURE

2020 -03- 05

OFFICE OF THE SPEAKER

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# Acronyms and Abbreviations

AGSA	Auditor General of South Africa
APP	Annual Performance Plan
B2B	Back to Basics Programme
CDWs	Community Development Workers
CEF	Capital Expenditure Framework
CFO	Chief Financial Official
COE	City of Ekurhuleni Metropolitan Municipality
COE	Compensation of Employees
COGTA	Cooperative Governance and Traditional Affairs
COJ	City of Johannesburg
COT	City of Tshwane
DCOG	Department of Cooperative Governance
DED	Department of Economic Development
DHS	Department of Human Settlements
DORA	Division of Revenue Act
DPSA	Department of Public Service and Administration
EPWP	Expanded Public Works Programme
EXCO	Executive Council
FY	Financial Year
GCR	Global City Region
GCRA	Gauteng City Region Academy
GCRO	Gauteng City Region Observatory
GDP	Gross Domestic Product
GEYODI	Gender, Youth and People with Disabilities
GP	Gauteng Province
GPG	Gauteng Provincial Government
GRAP	Generally Recognised Accounting Practices
HOD	Head of Department
HR	Human Resources
ICT	Information Communication Technology
IGR	Inter-governmental Relations
IDP	Integrated Development Plans
IDPC	Integrated Development Planning Coordination
IOL 2018	Independent Online 2018
IUDF	Integrated Urban Development Framework
KPAs	Key Performance Areas
LG	Local Government
LGSETA	Local Government Sector Education and Training Authority

LM	Local Municipality
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Infrastructure Grant
MISA	Municipal Infrastructure Support Agency
MMC	Member of the Mayoral Committee
MOU	Memorandum of Understanding
MPAC	Municipal Public Accounts Committees
MPRA	Municipal Property Rates Act
MSA	Municipal Systems Act
MSA	Municipal Structures Act
MTEF	Medium Term Expenditure Framework
NCOP	National Council of Provinces
NDP	National Development Plan
NSDP	National Spatial Development Perspective
OPCA	Operation Clean Audit
OPEX	Operational Expenditure
PDMC	Provincial Disaster Management Centre
PFMA	Public Finance Management Act
PMS	Performance Management System
POBA	Public Office Bearers Act
PWD	People with Disabilities
SALGA	South African Local Government Association
SDBIP	Service Delivery and Budget Implementation Plan
SETA	Sector Education Training Authority
SMS	Senior Management S
SWOT	Strengths, Weaknesses, Opportunities, Threats
TC	Traditional Councils
TL	Traditional Leadership
TMR	Transformation, Modernisation and Reindustrialisation
TSC	Technical Steering Committee
UIFW	Unauthorised, Irregular, Fruitless and Wasteful expenditure

## Executive Authority Statement

The posture of CoGTA in the 6th administration is going to be radically different from what it was in the past, in order to continuously support and strengthen our municipalities so that they become centres of service delivery excellence that contribute significantly to human and community development at a localised level.

CoGTA is going to be more pro-active and visible in fulfilling its Section 154 responsibilities and ensuring that it takes up its mandate as the primary custodian of local government and service delivery within Gauteng City Region. This new posture can already be seen in the bilateral engagements that we have been having with Mayors of municipalities, looking to resolve some of the challenges that they are faced with, which lead to service delivery lags and community disillusionment.

Through the bilateral engagements and constant, monthly feedback from the action plans developed therein, we will be addressing critical service delivery issues such as waste collection, road and infrastructure maintenance (potholes and the likes), water and electricity challenges with a particular emphasis on building a culture of paying for services rendered within communities, governance issues and matters of financial viability for our municipalities which are vital for long term sustainability.

Local government must be so efficient and effective that it builds capacity within communities so that they can achieve self-reliant, collectively driven, sustainable and participatory development. In the spirit of Ntirhisano (working together) we want to see communities embracing the paradigm of not just being passive recipients of service delivery, but rather active participants and partners in the service delivery process, through the district development model, creating opportunities for local economic development. In the words of Finance Minister Tito Mboweni during the budget speech, “allocations to local government help provide basic services and are a powerful redistribution tool.”

We will also be working very closely with our traditional leadership institutions, to enhance and elevate the spirit of participatory democracy within our city region, as part of growing Gauteng together and embracing the uniquely African aspects of our democracy and its institutions.

We want to restore functionality and governance to all municipalities in Gauteng City Region, and as part of that, we are exploring ways of regulating coalition arrangements within the local

government sphere, a prevalent, post 2016 local government elections phenomenon in South African politics, but not new in the global polity. We would like to ensure that coalition arrangements are in line with a municipality's Section 152 obligations and do not serve narrow, partisan political interests at the expense of communities and service delivery., as we have been seeing happening all too often since 2016.

We will be looking at global best practice in this regard and might even conduct study tours to find out how best to institutionalise this within the current political terrain. So it is indeed a “new dawn” for CoGTA and we are forging ahead with our plans to promote better collaboration and cooperation between the various spheres of government and ensuring that there is better coordination of our collective efforts with the ultimate aim of improving the lives of the people of Gauteng. To all doomsday prophets and naysayers who believe that the current state of our local government is unchangeable, we simply say, “it is darkest before dawn.”



Mr. Lebogang Maile MPL

Executive Authority of Gauteng Human Settlements, Urban Planning and Cooperative Governance and Traditional Affairs

## **Accounting Officer Statement**

CoGTA has a clear sight of outcomes that are geared towards supporting the electoral mandate of government. The goal of this plan is to foster cooperative governance, improve the performance of local government and the institution of traditional leadership in the Gauteng province. We will succeed by spending wisely, supporting municipalities and ensuring sustainable services. We will measure our performance against this plan. The plan is aligned to the mandate of CoGTA and it challenges us all to ensure that the corporate structure is consistent with the broader mandate of CoGTA.

Our realization in planning for 2020-21 financial year is that we have urgency and can influence outcomes through this plan. It is worth understanding how this plan unfolded. It is borne out of the social and political context. It is both a product of and a guide to change and the repositioning of CoGTA. It is a distillation of different inputs and engagement across spheres and sectors. The structure of the plan is a strong shift from the past and represents a wholly new way of doing things in the context of service delivery and co-operative governance.

Firstly, in the planning process we acknowledged that the wider socio-economic context is complex and cannot be addressed through over-simplified linear thinking. That required an acceptance that there are many unknowns that require careful planning. Throughout the planning process there was constant reflection and honest engagement within the department about our limitations, weaknesses as well as strengths. Whilst battling with time pressures in defining the root cause of problems, team CoGTA managed to thoroughly diagnose key issues impacting on Organisational performance.

It gives us immense pleasure to state that the planning process enabled us to understand the key drivers of success within CoGTA's operating mandate. We dispassionately interrogated systemic factors i.e. the political and institutional environment. The financial year 2020/21 Annual Performance Plan identifies incremental changes towards long-term impact and outcomes. We've assessed internal capacity and resources needed that will enable us to implement this plan.



We will report on progress made on this Plan.



Mr Bengani Gxilishe

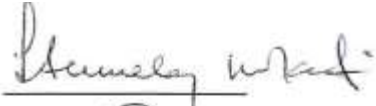
Accounting Officer of Gauteng Department of Cooperative Governance and Traditional Affairs

## Official Sign Off


It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Gauteng Department of Cooperative Governance and Traditional Affairs under the guidance of Mr. Lebogang Maile.
- Takes into account all the relevant policies, legislation and other mandates for which the Gauteng Department of Cooperative Governance and Traditional Affairs is responsible.
- Accurately reflects the Impact, Outcomes and Outputs, which the Gauteng Department of Cooperative Governance and Traditional Affairs will endeavor to achieve over the period 2020 to 2021.

Ms Itumeleng Mokate  
Deputy Director General: Local Governance and  
Community Support

Signature: 

Mr William Bhila  
Deputy Director General: Development and Planning

Signature: 

Mr Raymond Nkabinde  
Chief Director: Corporate Management

Signature: 

Mr Japhter Makhafole  
Chief Financial Officer *Act*

Signature: 

Ms Makhosazana van Wyk  
Director: Strategic Planning, Programme Performance  
and Organisational Performance


Signature: 

Mr Bongane Gxilishe  
Accounting Officer

Signature: 

### Approved by:

Mr. Lebogang Maile  
Executive Authority

Signature:   
Date: 5/03/2020

## Part A: Our Mandate

### Updates to The Relevant Constitutional, Legislative and Policy Mandates

#### 1.1 The Constitutional Mandate

The Department derives its mandate from the Constitution of the Republic of South Africa, 1996, (Act No. 108 of 1996) and other related national and provincial legislation. The following sections are extracts from the Constitution, which have a direct bearing on the province and municipalities in terms of delivering on their respective constitutional mandates.

**Section 139(1):** The Provincial Executive may intervene if a municipality fails to fulfil an executive obligation.

#### **Section 152 (1):**

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote social and economic development;
- Promote a safe and healthy environment;
- Encourage the involvement of communities and community organisations in the matters of local government

#### **Section 152 (2):**

- A municipality must strive, within its financial and administrative capacity, to achieve the objects as set out in subsection (1). It requires municipalities to provide a democratic and accountable local government. Councillors must be elected through a democratic process and must report back to their constituencies on decisions taken by the council.

#### **Section 154(1)**

- Support and strengthen the capacity of municipalities to:-
- Manage their own affairs
- Exercise their powers
- Perform their functions

### **Section 154 (2)**

- Draft provincial legislation that affects the status, institutions, powers or functions of local government for approval by the Provincial Legislature
- Publish it for public comment before it is introduced in Parliament or at Provincial Legislature in a manner that allows organised local government, municipalities and other interested persons an opportunity to make representation with regard to the draft legislation

### **Section 155 (6)** Provincial Legislature must:

- Determine the different types of municipalities to be established in the province
- Monitor, support and promote the development of local government and see to the effective performance by municipalities of their functions as per Schedules 4 and 5
- Regulate the exercising by municipalities of their executive authority (Section 156 (1))

### **Section 164**

Any matter concerning local government not dealt with in the Constitution may be prescribed by national legislation or by provincial legislation within the framework of national legislation.

## **Chapter 12**

Recognition of the institution of traditional leadership

### **1.2 Legislative and Policy mandates**

In turn, the above constitutional provisions inform the following pieces of legislation:

**Municipal Structures Act (No. 117 of 1998):** provides for the establishment of municipalities in accordance with the requirements relating to categories and types of municipalities and provides guidelines for the establishment and functions of ward committees.

**Municipal Systems Act (No. 32 of 2000) – Amended Systems Act (July 2011):** provides for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities and ensure universal access to essential services that are affordable to all.

**Municipal Finance Management Act (No. 56 of 2003):** provides for the secure, sound and sustainable management of the fiscal and financial affairs of municipalities and municipal entities

by establishing norms and standards and other requirements for ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of municipalities and municipal entities.

**Municipal Property Rates Act (No. 6 of 2004):** regulates the power of a municipality to impose rates on property and to exclude certain properties from rating in the national interest and makes provision for municipalities to implement a transparent and fair system of exemptions, reductions and rebates through their rating policies.

**Gauteng Type of Municipalities Act (No. 3 of 2000):** determines the types or categories of municipalities that can be established in the province.

**Rationalisation of Local Government Affairs Act (No. 10 of 1998):** provides for the rationalisation of the legislative and administrative framework for the local sphere of government.

**Gauteng Privileges and Immunities of Councillors Act (No. 1 of 2002):** defines the privileges and immunities of councillors in Gauteng municipalities.

**Disaster Management Act (No. 57 of 2002):** provides for an integrated and coordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, and rapid and effective responses to disaster and post-disaster recovery.

**Gauteng Land Administration Act (No. 11 of 1996):** provides for the acquisition and disposal of land owned by the Gauteng Provincial Government.

**Development Facilitation Act (No. 67 of 1995):** facilitates and speeds up the implementation of the Reconstruction and Development Programme and associated projects.

**Public Finance Management Act (No. 01 of 1999 as amended):** enables public sector managers to manage and improve accountability in terms of eliminating waste and corruption in the use of public funds.

**Division of Revenue Act as amended:** provides for equitable division of revenue anticipated to be raised nationally among the national, provincial and local spheres of government for each financial year and the responsibilities of the three spheres pursuant to such division.

**Promotion of Administrative Justice Act (No. 03 of 2000):** gives effect to the constitutional right to just administrative action for any member of the public whose rights have been adversely

affected and to ensure efficient, effective and legitimate administration within all spheres of government.

**Preferential Procurement Policy Framework Act (No. 05 of 2000):** gives effect to Section 217 (3) and provides a framework for the implementation of the procurement policy contemplated in Section 217 (2) of the Constitution.

**Promotion of Access to Information Act (No. 02 of 2000):** gives effect to the constitutional right of access to any information held by the State and any information held by a private person that is required for the exercise or protection of any other right.

**Intergovernmental Relations Framework Act (No. 13 of 2005):** establishes a framework for national, provincial and local government to promote and facilitate intergovernmental relations and to provide a mechanism and procedure to facilitate the settlement of intergovernmental disputes.

**Municipal Demarcation Act (No. 27 of 1998):** established the Municipal Demarcation Board, which is an independent authority responsible for determining municipal boundaries and determining wards within municipalities.

**Municipal Electoral Act (No. 27 of 2002):** establishes the Independent Electoral Commission (IEC) and regulates local elections.

**Gauteng City Improvement District Act (No. 12 of 1997):** provides procedures for the formation and independent management of city improvement districts to fund the provision of services in addition to those which a municipality ordinarily provides in order to facilitate investment in the city improvement district.

**Fire Brigade Services Act (No. 99 of 1987):** provides for the establishment, maintenance, employment, coordination and standardization of fire brigade services and matters connected therewith.

**Traditional Leadership and Governance Framework Act (No. 41 of 2003):** provides for the recognition of traditional communities as well as the establishment and recognition of traditional councils and the establishment of the Commission on Traditional Leadership Disputes and Claims.

**National House of Traditional Leadership Act (No. 22 of 2009):** paves the way for the establishment of the National House of Traditional Leaders.

**Gauteng Traditional Leadership and Governance Act (No. 4 of 2010):** provides for the establishment and recognition of traditional communities in the Province.

**Gauteng Local Government Laws Amendment Act (No. 1 of 2006):** amends certain laws of the Gauteng Province pertaining to local government so as to eliminate references to defunct institutions and inconsistencies with other legislation and repeal certain laws that are contrary to the Constitution of the Republic of South Africa 1996 or that no longer serve any useful purpose.

**Local Government Amendment Laws Act (No. 19 of 2008):** reviews the term of office of ward committees to be equivalent to the term of council. It also provides the legislative base for the funding model for ward committees.

**Removal of Graves and Dead Bodies Ordinance (No. 7 of 1925):** provides procedures for exhumations and re-interment.

**Skills Development Act (No. 97 of 1998):** provides an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce.

**Employment Equity Act:** serves as a mechanism to redress the effects of unfair discrimination and to assist in the transformation of workplaces, to reflect a diverse and broadly representative workforce.

**Local Government: Cross-Boundary Municipal Act (Act No,29 of 2000):** Gives effect to section 155(16A) of the Constitution by authorizing the provincial executive affected to establish cross-boundary municipalities.

**Organized Local Government Act, (Act No52 of 1997);** provides for the recognition of national and provincial organisations representing different categories of municipalities.

**Spatial Planning and Land Use Management Act, Act No, 16 of 2013:** makes provision for inclusive developmental, equitable and efficient spatial planning at different spheres of government.

### **1.3 Updates to Institutional Policies and Strategies**

Several policy mandates comprehensively capture our vision and thus describe what we do and why we do them. In short, these are programs and plans that seek to address the broader interest of public interest. The policy mandates also provide for relevant international frameworks that have a bearing on Gauteng and South Africa's policies.

### **Medium Term Strategic Framework (MTSF)**

The main planning framework of government is the Medium Term Strategic Framework. It is aligned to the electoral cycle and geared towards the achievement of the priorities of the NDP 2030. It embodies government commitments and as such sets out targeted actions that should be achieved. In particular, it brings coherence and continuity to the planning system of government. The current MTFs informs the outcome statements, strategies and plans of Gauteng COGTA.

### **Sustainable Development Goals**

A global agenda with a vision of ending poverty, protecting the planet and ensuring that humanity enjoys peace and prosperity. It appreciates that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.

Goal 11 of SGDs on “making cities and human settlements safe, resilient and sustainable”, aligns with one of COGTA’s mandates

### **National Development Plan, Vision 2030**

The National Development Plan sets out the vision for South Africa by the year 2030. The plan comprises a programme through which the country can realize its socio-economic agenda/ambitions. Central to the achievement of NDP objectives is coherence and collaboration across sectors, national, provincial and local governments. Furthermore, and most importantly, three main priorities constitute the basis of the National Development Plan i.e:

Chapter 3, ‘**Economy and employment**’, sets out the achievement for full employment, decent work and sustainable livelihoods.

Chapter 13, ‘**Building a Capable State**’, sets out a vision of the transformative and developmental role of the state.

Chapter 14, ‘**Promoting accountability and fighting corruption**’, sets out a vision which has zero tolerance for corruption.

Over and above these, the NDP is comprehensive and seeks to achieve progress in a wide range of areas.

### **NDP Implementation Plan**

The implementation plan of the National Development Plan translates it into a living document. It is converted into national, provincial and more specifically into departmental action plans. The main principles underpinning the implementation plan are the following:



- Alignment to the vision and priorities of the NDP
- Alignment to international and regional development priorities
- Alignment to National Spatial Development Framework
- Alignment to the Ruling Party's election manifesto
- Inclusive participation of government and non-government stakeholders
- Evidence based and utilization of key planning tools which assist in planning for development results.
- Integration of cross cutting sector policies and plans.
- Standardization of planning concepts.

In sum, the Implementation Plan is institutionalized through Strategic and Annual Performance Plans, Integrated Development Plans and Budget Implementation Plans.

Essentially, the main objective of the five-year implementation plan is to advance and guide short and long-term planning in line with the NDP priorities. In response to this, Gauteng COGTA's strategic approach is in line with the NDP. It articulates and supports priorities of the NDP Implementation Plan

### **IGR Strategy**

The Constitution enjoins spheres of government to undertake the following in fostering co-operative governance:

- Fostering friendly relations
- Assisting and supporting one another.
- Informing and supporting one another, and consulting one another on, matters of common interest,
- Co-ordinating their actions and legislation with one another
- Adhering to agreed procedures; and
- Avoiding legal proceeding against one another.

Thus, the basis of the inter-governmental relations is to bring coherence to in the delivery of services through the three spheres. In line with these imperatives, the Gauteng IGR Strategy provides mechanisms, processes and procedures for facilitating intergovernmental relations and co-operative governance.

### **Back-to-Basics Approach (B2B) Phase 2**

The B2B programme have been updated and tightened to reflect eight pillars, namely: putting people first, delivering of basic services and infrastructure, good governance and accountability, sound financial management, building institutional and administrative capabilities, spatial planning and integrated development plans (IDP), local economic development and building resilience for climate change.

**B2B includes high level action areas for implementation by provincial departments and municipalities. And thus, its approach and methodology are underpinned by the following:**

- a) Mobilising multi-departmental teams across all spheres of government (including sectors of society) to tackle municipalities at risk of dysfunctionality;
- b) Improving performance and build effective system and resilient institutions of Local Government;
- c) Strengthening community engagement and feedback through Ntithrisano Service Delivery Outreach Programme; and
- d) A more integrated, comprehensive and differentiated hands-on approach to support municipalities

In sum, the B2B programme resonates with the National Development Plan (NDP) which states that "meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work and socialize". Also, the Integrated Urban Development Framework provides building blocks for priority 3 of the B2B on the transformation of the local space economy and "densifying and integrating communities to improve sustainability". Put differently, the underlying thesis of B2B is based on the fact that local government is the locus of citizen interaction with government. Against this background, B2B programmes should be implemented effectively and adequately resourced. Notably, some indicators are used in assessing their performance.

#### **Integrated Urban Development Framework (IUDF)**

IUDF is a central urban policy that seeks to address urban spatial patterns through the creation of compact, co-ordinated cities. In the main, it is geared towards transforming urban spaces, focusing on infrastructure development and unleashing the potential of cities.

#### **Gauteng Spatial Development Framework (GSDF)-2030**

The Gauteng Spatial Development Framework shares the same objectives and is aligned to IUDF and other related policy frameworks as guided by the Spatial Planning and Land Use Management Act (Act16 of 2013). It also draws from the specific principles of the National Development Plan which provide for the following:

- Spatial justice
- Spatial sustainability
- Spatial resilience
- Spatial quality
- Spatial efficiency

Against this background, the GSDF's main objective is to align, co-ordinate and harmonize public infrastructure investment in line with the imperatives of spatial development logic. The rationale for spatial development is based on creating inclusive provincial economic growth, township redevelopment and spatial transformation.

#### **Integrated Development Planning**

Integrated Development Plan is a key lever in developmental local government. It is intimately aligned with Local Economic Development and its main objective is to promote economic

development as well as address spatial and transport planning, infrastructure development and regulation. Perforce, municipalities are required to prepare annual and five-year IDPs that outline development targets, projects, programmes and their related outcomes.

### **Local Economic Development(LED)**

The main thrust of local economic development is to create competitive, sustainable and inclusive local economies. According to Sections 152 and 153(a) of the South African Constitution, local government must "promote social and economic empowerment" and should "structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of community". In this regard, the LED Framework enjoins local government to undertake the following:

- Improve good governance.
- Improve service delivery.
- Improve public and market confidence in municipalities.
- Improve spatial development
- Enhance comparative advantage and competitiveness of Districts and Metros

Therefore, municipalities are required to create an environment that is conducive to local economic development through the provision of infrastructure and quality services.

### **Asset Based Community Development (ABCD) Model**

The Asset Based Community Development Model(ABCD) is a model that fosters community driven initiatives. It empowers communities and enables them to explore the potential of their communities. Gauteng COGTA supports municipalities in implementing the ABCD model.

The underlying logic of the model is based on the fact that communities can be owners and the drives of their development through the identification and mobilization of hidden and often ignored assets. Through such efforts, they can unleash economic opportunities. It also facilitates the links between such micro assets and the macro-environment. In sum, it is consistent with participatory approaches to development.

### **National Energy Efficiency Strategy**

A guiding document developed by the government to support the implementation of energy-efficient measures in South Africa

### **Addis Ababa Agreement**

The Addis Ababa Action primarily provides and informs the implementation of the New Urban Agenda. Its main focus is on infrastructure, technology, micro small and medium enterprises.

### **Paris Agreement**

Paris agreement guides international efforts towards reducing and limiting greenhouse gas emissions and the associated approach towards low carbon development. Article 4.19 of the Agreement encourages its signatories to formulate and communicate long term – low GHG emission development to UNFCCC by 2020.

#### **African Union 2063 Agenda**

The Africa 2063 Agenda envisages and integrated, prosperous and peaceful Africa through inclusive growth and sustainable development

#### **Sendai Framework for Disaster Risk Reduction 2015-2030**

The Sendai Framework is a non-binding voluntary framework; whose main focus is on the reduction of disaster risk. It is the successor to the Hyogo Framework of Action(HFA) 2005-2015. Its emphasis is on the importance of understanding disaster risk in all its aspects. The main focus is on understanding different dimensions of exposure, vulnerability, hazards, strengthening of disaster risk governance, accountability for disaster governance, accountability

#### **Disaster Management Framework**

The Disaster Management Framework is informed by the National Disaster Risk Reduction Strategy. It makes provision for national and provincial and local government strategies. The target by 2030 is to build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters. In turn, it is informed by the Sustainable Development Goals(SDG).

### **1.4 Updates to Relevant Court Rulings**

There are no relevant court rulings

## **Part B: Our Strategic Focus**

### **2. SITUATIONAL ANALYSIS**

The Annual Performance Plan of the Department of Cooperative Governance and Traditional Affairs in Gauteng comes after an election year, a nationwide economic downturn, green shoots in that same economy to be leveraged, as well a keen interest by the Gauteng Provincial Government (GPG) in harnessing the power of technology to make life better for residents.

#### **2.1 Political and Governance Environment**

Challenges and changes across our municipalities' leadership have meant that some service delivery mandates have been stalled. The leadership in the Joburg Metro, Emfuleni, Mogale City and Merapong Municipalities has had to change, largely due to political upheaval, but also due to the death of one of our mayors, Cllr Naga Lipudi. Any change in municipalities seems to precipitate a kind of political juggling act, especially given that the results for the 2016 Local Government Elections did not yield clear winners in some of the municipalities above.

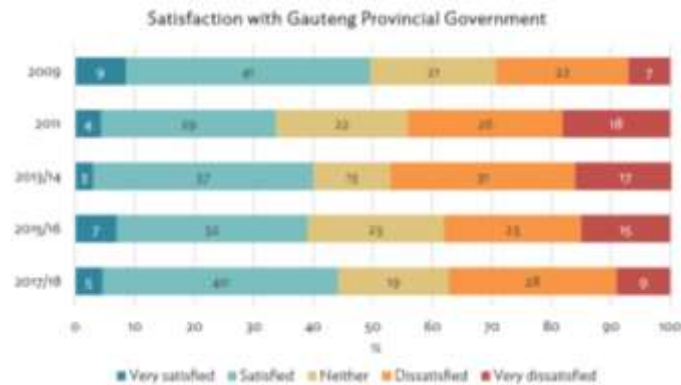
It is against this backdrop that the municipalities continue to forge ahead in using public monies carefully – in furtherance of their political agendas. The Auditor General has given some of these municipalities a nod, with 100% of the municipalities in Gauteng getting an unqualified audit opinion, but with some compliance outcomes falling behind. 3 metros in the Gauteng province are responsible for 35% of South Africa's local government expenditure budget – over R140 billion rand. So it is important that these municipalities use the money well and fill critical posts, so as to curb service delivery protests that continue to plague the province.

Over the past year, protests have definitely erupted in various parts of the province owing to xenophobia, gender-based violence marches as well as service delivery issues. More and more, citizens continue to exercise their voice as they get a sense of keeping their leaders accountable – with elections happening roughly every two and a half to three years.

Municipalities in the province are currently beset with intra and inter political party issues that impede effective governance and service delivery. Moreover, there are also challenges with the political-administrative interface, with the distinction between the political and administrative leadership getting blurred overtime. This may account for the largely unsatisfied residents (55%)

with the manner in which the Gauteng administration governs (GCRO Quality of Life Survey, 2019).

**Figure 8.4: Increasing Satisfaction with Provincial Government**



Source: GCRO Quality of Life Survey (2019, p. 18)

There are also inadequate support mechanisms for the purposes of oversight over local governance. A major part of this is attributed to the poor councillor skills base in some areas, as well as the inability of local government structures to effectively respond to the complex service delivery related demands. Consequently, local government has been the site of protests over governance and service delivery, more than any other sphere of government.

Weak oversight and accountability is compounded by a lack of trust between councils and communities. The latter is evidenced by low levels of public participation in governance mechanisms such as the Back to Basic Approach or the Integrated Development Plan consultations.

The pillars of the approach are articulated as follows:

PILLAR 1 : PUTTING PEOPLE FIRST	PILLAR 4: SOUND FINANCIAL MANAGEMENT	PILLAR 6: SPATIAL PLANNING AND IDPS
<ul style="list-style-type: none"> <li>Number of ward committee meetings held per month (per ward).</li> <li>Number of ward committee reports submitted per ward.</li> <li>Number of sectoral reports submitted per ward committee per month.</li> <li>Number of wards where community meetings were held.</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of Debtors Collection Rate</li> <li>Outstanding Debtors (&lt;sup&gt;^120 days&lt;/sup&gt;)</li> <li>Cash Back Conditional Grants</li> <li>Percentage of Irregular, Fruitless &amp; Wasteful Expenditure Incurred</li> <li>Percentage of Irregular, Fruitless &amp; Wasteful Expenditure resolved</li> <li>Percentage of Capital Budget Spent.</li> <li>Percentage of Audit Queries resolved.</li> <li>Percentage of MIG Expenditure</li> <li>Percentage allocation to Free Basic Services Spent Annually.</li> <li>Percentage of operating budget spent</li> <li>Percentage of Repair &amp; Maintenance spent</li> </ul>	<ul style="list-style-type: none"> <li>Passing and adoption of by-laws.</li> <li>Enforcement of by-laws.</li> <li>Number of municipalities with by-laws on the implementation of SPLUMA</li> <li>Number of municipalities with Planning Tribunals</li> <li>Number of municipalities with Appeals Authorities.</li> <li>Number of Mega Human Settlements Projects</li> <li>Number of municipalities with adopted IDPs and Budgets</li> </ul>
PILLAR 2: SERVICE DELIVERY		PILLAR 7: LOCAL ECONOMIC DEVELOPMENT
<ul style="list-style-type: none"> <li>Percentage of households with access to potable water.</li> <li>Percentage of households served with a sanitation facility.</li> <li>Percentage of households served with electricity.</li> <li>Percentage of planned new housing units constructed.</li> <li>Percentage of households which have access to refuse removal</li> <li>Does the municipality have an approved roads maintenance plan for the year?</li> <li>Percentage of targeted municipal roads that have been maintained as per the Municipality's approved plan Indigent register</li> <li>Percentage of registered indigent households receiving Free Basic Water</li> <li>Percentage of registered indigent households receiving Free Basic Electricity.</li> <li>Percentage of registered indigent households receiving Free</li> </ul>		<ul style="list-style-type: none"> <li>Number of municipalities with Community Work Programmes</li> <li>Number of people participating in Community Work Programmes</li> <li>Implementation of Expanded Public Works Programmes</li> <li>Number of people participating in Expanded Public Works Programmes</li> <li>Number of youth participating in youth employment programmes</li> <li>Number of SMME's supported</li> <li>Number of Co-operatives supported.</li> </ul>
PILLAR 3: GOOD GOVERNANCE	PILLAR 5: CAPABLE LOCAL GOVERNMENT INSTITUTIONS	PILLAR 8: BUILDING RESILIENCE FOR CLIMATE CHANGE
<ul style="list-style-type: none"> <li>Number of Councillor meetings held over a Quarter</li> <li>Number of EXCO meetings held</li> <li>Percentage of functional Portfolio Committee.</li> <li>Number of Audit Committee meetings held</li> <li>Number of Audit Committee reports submitted to Council.</li> <li>Number of MPAC meetings held</li> <li>Percentage of functional IGR structures (Mayors forums, MM forums and District Technical forums</li> </ul>	<ul style="list-style-type: none"> <li>Number of Section 54/56 posts filled</li> <li>Number of vacant budgeted posts against approved organogram</li> <li>Percentage of budget spent on implementing Workplace Skills Plan</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the Climate Change Strategy and Action Plan</li> <li>Percentage decrease in mortality rates from Fire and Declared Disaster Incidences</li> <li>Number of functional Disaster Management Centres across municipalities.</li> <li>Establishment of a functional Provincial Disaster Management Centre</li> <li>Implementation of a Provincial Disaster Management Framework and Plan</li> </ul>

Success in all the key pillars of the B2B hinges on proper technical and human resources capacity.

## 2.2 Economic Factors

The APP is also coming at a time where residents across our municipalities are struggling to find jobs and inequality soars. According to Stats SA, over 29% of the working age population is unemployed – one of the highest percentages it has ever been. Spatial and racial inequalities continue to become more glaring, as Blacks residing in townships and informal settlements witness very slow economic improvements while their White and Indian counterparts in the upmarket-gated housing estates of Gauteng show greater positive economic improvements. The average quality of life for both Black and White Gauteng residents improved steadily.

Sluggish economic growth and other associated structural factors contributed to some of the challenges faced by local government. For many, income security and economic inclusion is still a challenge. In particular, Gauteng is still characterized by an uneven and highly dual economy with a sophisticated formal sector and the informal sector that exists on the margins of the mainstream economy.

We are also at a time where most municipalities are owed money by residents, who themselves are highly indebted – keeping a vicious cycle of non-payment and debt continuing sometimes intergenerationally. The province's unemployment numbers continue to remain stubbornly high, despite investment and growth being relatively higher than the national average in Gauteng.

Managing budgetary demands in the face of decreased revenue is the main economic issue facing local government. In particular, this is reinforced by the inability of municipalities to put in place mechanisms to ensure effective revenue collection. Currently, there is a burgeoning debt owed to municipalities. Moreover, the province is currently faced with the ever-increasing demand for services and mushrooming informal settlements. Challenges caused by urban immigration

continue to place a burden on the bulk infrastructure that is provided by municipalities across Gauteng.

Population growth is straining spending on capital expenditure due to maintenance needs and infrastructure development; but there are some successes in the delivery of water, refuse removal, electricity and sanitation.

The above challenges are also compounded by poor understanding and implementation of co-operative governance. Even under these circumstances, Gauteng CoGTA and its national counterpart have been playing an important role in the implementation of intergovernmental relations through monitoring and providing support to municipalities.

Furthermore, the socio-economic challenges are reinforced by poor co-ordination and integration of interventions. For example, performance information is scattered throughout different sector departments, which makes it difficult to have a coherent and single window in addressing socio-economic challenges.

### **2.3 Socio-Cultural Factors**

The socio-cultural dimension of governance in the context of modern governance and more specifically local government are controversial. The Constitution states that legislation should make provision for the role of traditional leaders. The Traditional Leadership and Governance Framework Act (41 of 2003) (TLGA) is not clear on how clear traditional leaders should play a role in modern governance. At the very least it provides guidelines on how provinces may regulate traditional leaders within their borders. This lack of clarity should not undermine the important role traditional leaders can play in promoting socio-economic inclusion and by extension social cohesion.

Safety continues to be a priority for all residents and one cannot imagine sustainable cities, transformed communities or even new developments without considering the aspect of crime. The very erosion of the moral fabric in communities is a cause for concern with gender-based violence becoming all too frighteningly common in our discourse.

Immigration and health challenges are also commonplace in the province, as more and more people come into Gauteng looking for a better life and better municipalities than the ones that they left at home.

It has been established by the findings of all the five GCRO Quality of Life surveys that municipalities do deliver on their mandates, with regards to the provision of social goods and services like electricity, water and sanitation. The greater percentage of the population (i.e. above 90%) has expressed that they are consistently provided for in this regard, with refuse collection rates recording at 83%.

### **2.4 Technological Factors**

The National Development Plan (NDP) aspires towards a "seamless information infrastructure to meet the goal of citizens, business and the public sector, providing access to a wide range of services required for effective economic and social participation". It has specific ICT related



targets, which are 100% broadband penetration by 2020 and the adoption of a full e-Government approach by 2030<sup>1</sup>.

### South Africa's Performance on ICT Indicators in relation to SGDs

SDG Goals and Targets		Indicator Performance	Source
Households with broadband access	with internet	11%	After Access Survey, 2017
Individuals with ICT skills		Unknown	
Individual ownership	mobile	84%	After Access Survey, 2017
Broadband Prices	Internet	USD8.28	RAMP Index, Q2 Index 2018
Mobile Network Population Coverage		3G;99% 4G;80%	Annual Report, Vodacom, 2018
		3G;98% 4G;80%	Annual Report, MTN, 2018
Individuals using the internet		52%	After Access Survey
Fixed Internet Broadband Subscription		2%	ITU, 2017
International Bandwidth (bps per habitant)	Internet	263 029.93bps	ITU, 2017

Gauteng is one of the provinces with 100% 2G urban population coverage and its 3G urban coverage is also 100%. Overall, it has the highest Long-Term Evolution urban population coverage at 99.92%. Within the province, LTE device subscribers sit at 4.304,758. Many municipalities do not have adequate ICT infrastructure that can be used for social and economic development. There is, therefore, limited access to e-governance programs that can enable communities to interact with the provincial government. This is an opportunity for cross-sector

<sup>1</sup>National Planning Commission, 2011:170

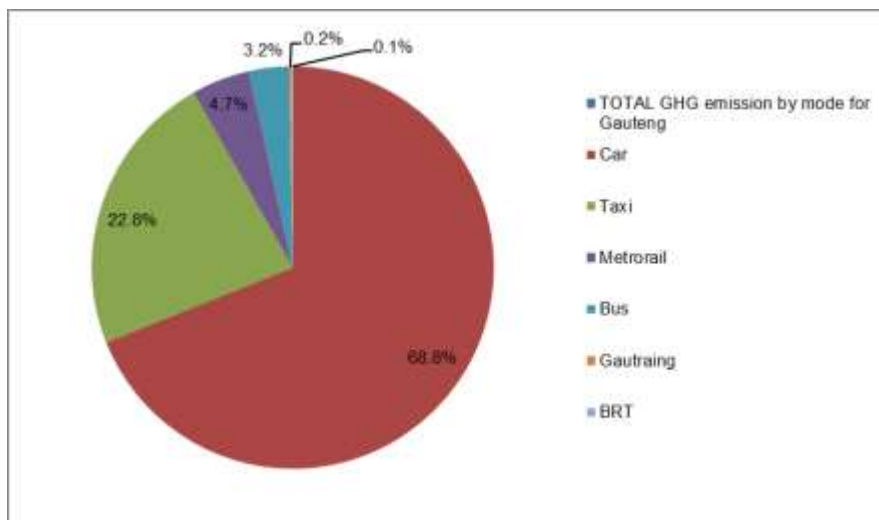
participation with sector departments like eGovernment to fast-track the progress of the Gauteng Broadband Network.

## 2.5 Environmental Factors

The province's landscape is a picture of the complex legacy of apartheid marked by unsustainable and unsound mining practices with dotted mining dumps as landmarks. Consequently, people in townships are exposed to dust and other toxic elements. Climate change is another factor that must not be ignored, with its power evident in some of the flooding that occurs in various parts of Gauteng from time to time.

### Gauteng Green House Gas Emissions

Residential sector GHG emissions were at 2.02 MT CO<sub>2</sub> in 2015. Decreasing these would require higher electrification rates, that is, increasing the numbers of households that are grid-connected.



### TOTAL GHG EMISSION BY MODE FOR GAUTENG

In terms of greenhouse emissions, passenger transport accounts for an estimated 8.1 Mt CO<sub>2</sub> per annum, with private cars accounting for the highest emissions at 69%. The Department is geared toward ensuring that it leaves some wetlands and nature reserves untouched, to preserve our cities "green lungs." There are also moves to ensure all new buildings are green and the proclamation by the President during his State of the Nation Address means that some renewable energy can be sourced by municipalities with the financial muscle to do so.

Disasters emanating from climate change continue to be a huge threat to local government and our communities. Some of the lessons that these disasters have taught include the need for a well-coordinated and integrated disaster relief plan, institutional capacity, compliance by municipalities and residents on norms and standards as well as profiling so as to know the risk areas in the province. In terms of addressing challenges in the environmental dimension, this requires the whole of government approach and partnership with business and other stakeholders.

## 2.6 Internal Environmental Analysis

In terms of the internal environmental analysis of CoGTA the focus is on corporate culture, systems and other business processes. Other salient aspects that are essential to the internal environment are values, beliefs, practices and behavior patterns. All these affect how the organization responds to and how it executes its mandate. An analysis of corporate environment unearths a list of issues that are outlined below (although not exhaustive):

### 2.6.1 CoGTA SWOT Analysis

*Outcome 1: Improved municipal performance in line with B2B pillars (Internal)*

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Achievement of a clean audit</li> <li>• Strong policy environment and good governance practices</li> </ul>	<ul style="list-style-type: none"> <li>• Misalignment of organisational structure to strategy and mandate of the department</li> <li>• Ineffectual delivery, inadequate systems, processes and capacity to support department core functions, such as accommodation and tools of trade</li> <li>• Failure to leverage ICT for innovative solutions within the department</li> <li>• Poor performance management and work ethic</li> <li>• Weak integration with eGovernment department on connectivity to communities</li> <li>• Lack of commitment and ownership of processes, which leads to a lack of effective performance management</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Increased opportunity to support regional focus</li> <li>• Increased availability of innovative data management solutions to help improve department functions</li> </ul>	<ul style="list-style-type: none"> <li>• Silo'd approach to service delivery by various functions within the department.</li> <li>• Failure to keep up with innovation and technological development</li> <li>• Absence of clear corporate strategy arising from a poor articulation of CoGTA mandate and misalignment between structure and mandate</li> </ul>

*Outcome 1: Improved municipal performance in line with B2B pillars (External)*

STRENGTHS	WEAKNESSES
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<ul style="list-style-type: none"> <li>• Experience in handling community issues, in relation to municipal performance</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of a clearly defined diagnostic analysis and real-time dashboard on performance that would inform differentiated support to municipalities</li> <li>• Weak use of innovative solutions to address local government challenges</li> <li>• Under resourcing of scarce and critical skills to support municipal performance</li> <li>• Growing trust deficit across sector departments and between government and the broader civil society (communities, private sector, academia and civils society formation).</li> <li>• Inadequate leadership, accountability and integrity management capability across the spheres of government.</li> <li>• Uncoordinated and inadequate monitoring, reporting and evaluation of Local Government support and related program outputs, outcomes/results and impact/change.</li> <li>• Silo planning, implementation, monitoring and reporting on key government programs and related initiatives across the spheres of government.</li> <li>• Limited capacity and expertise to meet current and emerging needs/expectations of municipalities and the broader society.</li> <li>• Ineffective mobilisation and utilisation of resources aimed at supporting Local Government Support and Monitoring programmes and related initiatives.</li> </ul>
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>• Renewed focus on integrated development planning and mainstreaming Back to Basics approach and Local Government Support Framework</li> <li>• Big data management in curbing service delivery challenges before they happen</li> <li>• Regionalisation will facilitate differentiated support to municipalities</li> <li>• Support to informal economy to yield benefit to municipal performance (viz rebates, land use) to facilitate increased business and greater revenue collection</li> </ul>	<ul style="list-style-type: none"> <li>• Ineffective citizen engagement leading to service delivery protests</li> <li>• Worsening economic conditions and poor livelihoods leading to non-payment of services, which renders municipalities dysfunctional</li> <li>• Inter- and intra-political challenges that lead to service delivery delays</li> </ul>

*Outcome 2: Spatially integrated cities and transformed communities in the Gauteng Province*

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Gauteng municipalities have spatial development frameworks</li> <li>Department development planning function is supported by the GCRO research agenda</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate support for integrated development planning</li> <li>Poor support for local economic growth</li> <li>Inadequate management of land use</li> <li>Poor mainstreaming of the sustainable development goals</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Increased focus on spatial development through alignment to plans, programs and projects</li> <li>Integration of Development Planning and MIDP</li> <li>District model coordination will address fragmented planning around cities and communities</li> <li>Leveraging the knowledge economy within the province around spatial transformation and development planning</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate measures to mitigate risks associated with migration</li> <li>Poor land use and land grabs that could undermine spatial planning</li> <li>Climate change as exemplified by regular flooding and the poor management thereof</li> </ul>

*Outcome 3: Effective systems of cooperative governance*

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Department is spearheading the new district development model</li> <li>Regular meetings with municipal political leadership through Premier's forum</li> </ul>	<ul style="list-style-type: none"> <li>IGR structures not functioning properly</li> <li>Failure to leverage strategic cooperation and partnerships</li> <li>Weak research and data analytics capacity</li> <li>Ineffective inter-governmental relations, consultation and cooperation across the spheres of government.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Fostering intergovernmental relations through the district development model</li> <li>Strategic partnerships with various sectors, including NGOs and thought leaders that have a particular focus on local government</li> </ul>	<ul style="list-style-type: none"> <li>Lack of cooperation by/among other spheres of government.</li> </ul>

*Outcome 4: Strengthened institution of Traditional Leadership*

STRENGTHS	WEAKNESSES
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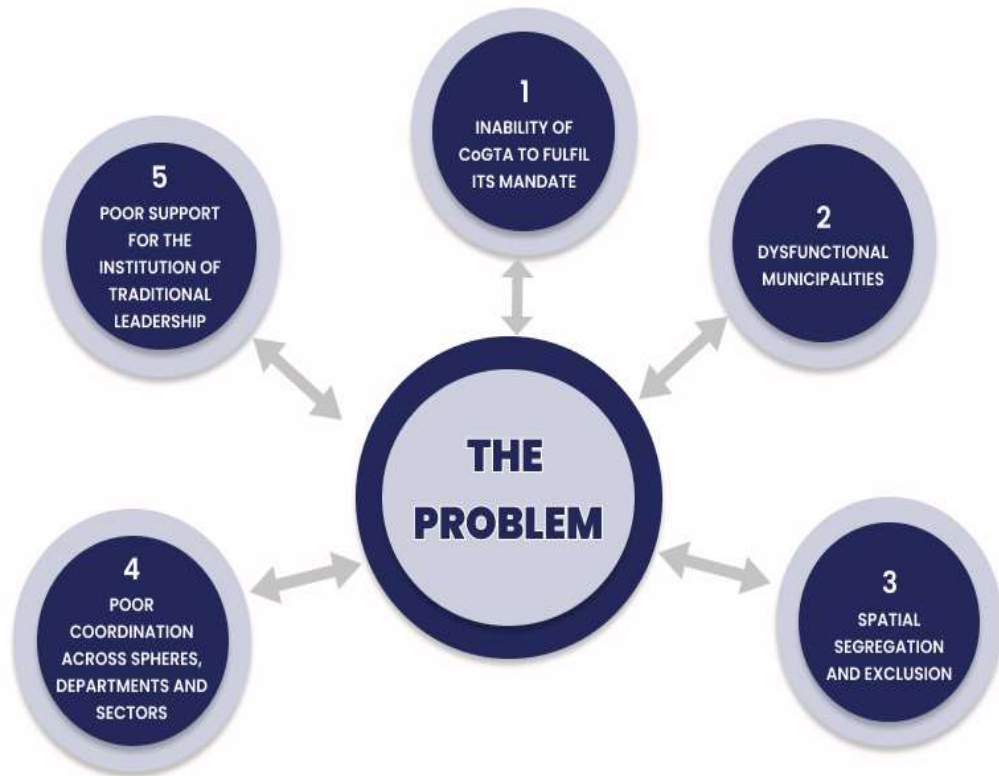
<ul style="list-style-type: none"> <li>Established relationship with the two traditional authorities in the province</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate support to the institution of traditional leadership</li> <li>Lack of a Provincial House of Traditional Leaders</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>Traditional Leadership and Khoisan Act, No 3 of 2019</li> <li>Integration of traditional authorities into local government structures</li> </ul>	<ul style="list-style-type: none"> <li>Illegal initiation schools that undermine the role of traditional leaders in communities and cause fatalities</li> <li>Land claims from some traditional leaders for vast tracts of land as well as patriarchal systems that work against land acquisition for women</li> </ul>

All these issues are a risk and can frustrate CoGTA’s ability to effectively execute its mandate. It would also seem that the organisation has lost strategic clarity, judging from the comment that there is “misalignment of the structure to the strategy and mandate of the department”. These are key strategic issues that the organisation needs to prioritize and address as a matter of urgency. The issues raised are not consistent with the government’s quest of being a capable developmental state.

### 2.6.2 Responding to The Problem

CoGTA’s response to the problem is through key strategic pathways. One of these, is through reimagining our interventions in local government sphere in order to overcome our headwinds of under-development. Mainly, this is through changing our approach and positioning the Department as the nerve centre of service delivery in the province. The overarching strategy of CoGTA for the next five years is to drive the implementation of Sustainable Development Goals, the National Development Plan, Integrated Development Planning and other frameworks that affect local government.

# GAUTENG CoGTA PROBLEM STATEMENT



## RESPONDING TO THE PROBLEM: COGTA'S STRATEGIC POSTURE



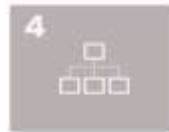
1  
Recapacitate Cogta



2  
Position CoOTA as a node of strategic intelligence



3  
Facilitate spatially integrated development planning



4  
Strengthen IGR



5  
Mainstream Back to Basics



6  
Reposition and Institutionalise the IDP



7  
Localise Sustainable Development Goals



8  
Support Local Economic Development



9  
Turnaround municipalities through integrated hands on support



10  
Support municipalities to manage urban spaces and enforce by-laws



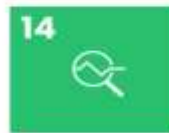
11  
Support migration management



12  
Facilitate land use management



13  
Pro-actively escalate political challenges impacting municipalities for expeditious and decisive intervention by the Provincial Executive



14  
Use all oversight instruments to enforce compliance, consequence management, accountability and ethical governance





## OVERVIEW OF 2018/19 BUDGET AND MTEF ESTIMATES

### Programme summary

TABLE 7.3: SUMMARY OF PAYMENTS AND ESTIMATES: COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Administration	120 292	124 590	111 824	145 792	145 792	145 792	150 364	150 910	160 085
2. Local Governance	196 722	214 955	204 818	230 532	234 392	234 392	296 495	317 616	354 377
3. Development Planning	155 688	108 967	198 141	198 772	186 935	186 935	145 564	126 330	140 771
4. Traditional Institutional Management	10 057	11 269	13 405	17 896	17 896	17 896	22 370	23 928	26 419
<b>Total payments and estimates</b>	<b>482 759</b>	<b>459 781</b>	<b>528 188</b>	<b>592 992</b>	<b>585 015</b>	<b>585 015</b>	<b>614 793</b>	<b>618 784</b>	<b>681 652</b>

### Summary of economic classification

TABLE 7.4: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>396 063</b>	<b>416 693</b>	<b>435 472</b>	<b>519 596</b>	<b>490 509</b>	<b>490 278</b>	<b>581 879</b>	<b>604 376</b>	<b>666 052</b>
Compensation of employees	297 698	315 228	328 532	360 338	361 085	361 085	384 070	414 715	445 082
Goods and services	98 365	101 465	106 940	159 258	129 424	129 193	197 809	189 661	220 970
Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>50 861</b>	<b>26 231</b>	<b>85 481</b>	<b>53 104</b>	<b>74 214</b>	<b>74 445</b>	<b>23 200</b>	<b>3 492</b>	<b>3 660</b>
Provinces and municipalities	49 613	25 136	84 500	52 004	72 004	72 004	22 000	2 226	2 333
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	1 248	1 095	981	1 100	2 210	2 441	1 200	1 266	1 327
<b>Payments for capital assets</b>	<b>35 769</b>	<b>16 793</b>	<b>7 201</b>	<b>20 292</b>	<b>20 292</b>	<b>20 292</b>	<b>9 714</b>	<b>10 916</b>	<b>11 940</b>
Buildings and other fixed structures	31 600	-	-	-	-	-	-	-	-
Machinery and equipment	4 169	16 793	7 201	20 292	20 292	20 292	9 714	10 916	11 940
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-

Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>66</b>	<b>64</b>	<b>34</b>	-	-	-	-	-	-
<b>Total economic classification</b>	<b>482 759</b>	<b>459 781</b>	<b>528 188</b>	<b>592 992</b>	<b>585 015</b>	<b>585 015</b>	<b>614 793</b>	<b>618 784</b>	<b>681 652</b>

Departmental expenditure increased from R483 million in 2016/17 to R528 million in the 2018/19 financial year. The increase was mainly for procurement for the disaster management centre projects; procurement of relief materials to support interventions in respect of the floods in the province; water infrastructure projects; and improvement of Fire & Rescue Services response capabilities. Following the establishment of Rand West Local Municipality, the department supported the municipality by providing training on project management, financial management, and implementing the recommendations of the job evaluation report. The expenditure also provided for the voter education projects for the 6<sup>th</sup> national and provincial elections; finalization of some of the projects for the PDMC; implementation of the energy strategy and settlement of the lease for fire fighter's engines; provision of tools of trade for the CDWs; and water projects through the distribution of water tankers to affected communities (for rain water harvesting). Expenditure was also incurred in supporting CDW's outreach programmes; training of ward councillors and CDWs on the IDP framework; and in conducting a disaster related education and awareness campaign.

During 2019/20, the departmental budget was increased to R585 million for support to municipalities as follows: operational requirements for the disaster management in West Rand District Municipality; GRAP 17 (Asset management); and PMS. The budget also provided for payment of Voter Education Registration Campaign, Disaster management projects, and provision of efficient services to Traditional Leaders and Councils, fleet services, Audit and IT license fees, and Training for CDWs. Only critical key personnel posts were filled due to unavailability of office space. The department exercised oversight and provide support to the Municipalities in various areas such as Governance, financial viability, Municipal Integrated Revenue Management, and Organizational Structure and Institutional Review.

The MTEF allocation increased from R615 million to R682 million between 2020/21 and 2022/23. Over the MTEF, the budget will fund the PDMC and department's operational requirements; roll-out of responsive tracking B2B tools for municipalities; support to the two district municipalities in reviewing and developing financial viability and sustainability strategies and plans; developing

and/or reviewing IDPs in line with the legislation across municipalities and ensuring the strategies and plans in the IDP are aligned to national and provincial priorities; development of a long term GCR Integrated Urban Development Framework; and conducting land use audits for two district municipalities. The department will develop a Capital Expenditure Framework; support initiatives towards the implementation of water and electricity conservation and demand management plans; and enhance Disaster Management and Fire and Rescue services.

The budget will also be utilised to fund procurement of ICT equipment; coordinate and manage disaster response and recovery initiatives; prevent the outbreak of fires; GEYODI; strengthen and integrate the work of CDWs across the province in community engagement; support the War Room on service delivery; and implement the Provincial IGR Strategy. The department also aims to pilot the District Development Model in the West Rand and Sedibeng municipalities and establish five multi-disciplinary panels of expertise to support each of the three metros and two districts in line with the District Development Model (DDM) roll-out. A once-off allocation of R20 million is set aside in 2020/21 financial year for transfer to West Rand District Municipality to provide support for improvement of Fire & Rescue Services response capabilities. In preparation for the coming local government election, an amount of R94.4 million is allocated over the MTEF for provision of Civic Awareness and Voter Education Campaign.

## Part C: Measuring Our Performance

### 3. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

#### 3.1 Outcome 1: Improved municipal performance in line with the B2B pillars

**Purpose:** The sustained performance on B2B pillar will serve as an indicator as to whether the Municipalities are functional and ethical which will further illustrate whether there is effective service delivery. In terms of the B2B pillars, municipalities that achieve a minimum of 80% satisfaction levels in stakeholder survey will further reflect functionality and sustainability.

##### 3.1.1 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved municipal performance in terms of the B2B approach	Sub programme: Human Capital Management								
	100% of the organizational structure implemented in line with the revised strategy.	Percentage of the organizational structure implemented in line with the revised strategy.	New indicator	New indicator	New indicator	New indicator	20% of the organizational structure implemented in line with the revised strategy.	20% of the organizational structure implemented in line with the revised strategy.	20% of the organizational structure implemented in line with the revised strategy.
	Sub programme: Finance								
	100% of invoices paid in 15 days.	Percentage of invoices paid in 15 days.	100% of invoiced paid within thirty days as prescribed by the Public	100% of invoices paid within thirty days as prescribed by Public Finance	100% of invoices paid within thirty days as prescribed by Public Finance	100% of invoices paid within thirty days as prescribed by Public Finance	100% of invoices paid in 15 days	100% of invoices paid in 15 days	100% of invoices paid in 15 days

			Finance Management Act.	Management Act.	Management Act.	Management Act.			
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### 3.1.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of the organizational structure implemented in line with the revised strategy.	20% of the organizational structure implemented in line with the revised strategy.	No target planned	5% of the organizational structure implemented in line with the revised strategy.	5% of the organizational structure implemented in line with the revised strategy.	10% of the organizational structure implemented in line with the revised strategy.
100% of invoices paid in 15 days.	100% of invoices paid in 15 days	100% of invoices paid in 15 days	100% of invoices paid in 15 days	100% of invoices paid in 15 days	100% of invoices paid in 15 days

### 3.1.3 Programme Resource Considerations

#### PROGRAMME 1: ADMINISTRATION

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Office Of The MEC	3 065	3 031	3 053	5 497	4 387	4 387	4 799	5 118	5 337
2. Corporate Services	117 227	121 559	108 771	140 295	141 405	141 405	145 565	145 792	154 748
<b>Total payments and estimates</b>	<b>120 292</b>	<b>124 590</b>	<b>111 824</b>	<b>145 792</b>	<b>145 792</b>	<b>145 792</b>	<b>150 364</b>	<b>150 910</b>	<b>160 085</b>

Outcome	Main appropriation	Adjusted appropriation	Revised estimate	Medium-term estimates
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<b>R thousand</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>			<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Current payments</b>	<b>117</b>	<b>115</b>	<b>109</b>	<b>138</b>	<b>137</b>	<b>137</b>	<b>142</b>	<b>144</b>	<b>152</b>
	<b>169</b>	<b>902</b>	<b>786</b>	<b>468</b>	<b>358</b>	<b>127</b>	<b>998</b>	<b>117</b>	<b>966</b>
Compensation of employees	79	80	78	93	93	93	97	105	113
	573	017	059	825	825	825	567	499	411
Goods and services	37	35	31	44	43	43	45	38	39
	596	885	727	643	533	302	431	618	555
Interest and rent on land	-	-	-	-	-	-	-	-	-
	1	1	-	1	2	2	1	1	1
<b>Transfers and subsidies to:</b>	<b>248</b>	<b>095</b>	<b>981</b>	<b>100</b>	<b>210</b>	<b>441</b>	<b>200</b>	<b>266</b>	<b>327</b>
Provinces and municipalities	-	-	-	-	-	-	-	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	1	1	-	1	2	2	1	1	1
	248	095	981	100	210	441	200	266	327
<b>Payments for capital assets</b>	<b>1</b>	<b>7</b>	<b>1</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>
	<b>809</b>	<b>529</b>	<b>023</b>	<b>224</b>	<b>224</b>	<b>224</b>	<b>166</b>	<b>527</b>	<b>792</b>
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	1	7	1	6	6	6	6	5	5
	809	529	023	224	224	224	166	527	792
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>66</b>	<b>64</b>	<b>34</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>120</b>	<b>124</b>	<b>111</b>	<b>145</b>	<b>145</b>	<b>145</b>	<b>150</b>	<b>150</b>	<b>160</b>
	<b>292</b>	<b>590</b>	<b>824</b>	<b>792</b>	<b>792</b>	<b>792</b>	<b>364</b>	<b>910</b>	<b>085</b>

Expenditure decreased from R120.3 million to R111.8 million during the 2016/17 and 2018/19 financial years. Expenditure mainly emanated from the provision of corporate support services, including support for the MEC's Izimbizo, the purchase of tools of trade for staff, and operational costs (such as telecommunications services, fleet services and software license payments).

The allocation amounts to R145.8 million in 2019/20 and increases from R150.4 million in 2020/21 to R160.1 million in 2022/23. The budget will fund the provision of an Electronic Content and Document Management System (ECDM), to manage the departmental central institutional repository for knowledge and information sharing and exchange, ICT requirements to prepare the new environment prior to occupation (including the server room), furniture and equipment for staff, bursaries, communication equipment, legal fees, audit fees, staff training and software licence fees. In addition, the budget will cater for payments for fleet services for staff transportation to the temporary office accommodation while still finalising the arrangement of permanent office building, transportation of departmental movable assets from a storage facility after the fire incident to new office accommodation, and payment of contractual obligations (such as municipal, security and cleaning services) for the new office accommodation. Once-off allocation amounting to R5 million is set aside in 2020/21 financial year for COGTA new office accommodation operational requirements.

**Compensation of employees:** The personnel costs decreased from R79.6 million in 2016/17 to R78.1 million in 2018/19. The department only filled critical posts due to unavailability of a permanent office building after the fire incident at BoL. The budget will increase from R93.8 million in 2019/20 to R113.4 million in 2022/23 to fund departmental capacity as per the interim reviewed organisational structure.

**Goods and services:** Spending decreased from R37.6 million to R31.7 million during the first three financial years. The expenditure catered for settlement of property payments, payment of fleet services, audit fees for regulatory audit services, software licence fees, and to fund the operational requirements of the department.

The adjusted budget for operational costs amounts to R43.5 million in 2019/20 and it will decrease from R45.4 million in 2020/21 to R39.5 million in 2022/23. The decreases mainly emanate from budget cuts over the MTEF as indicated in the allocation letter from Provincial Treasury. The available budget will cater for operational costs such as staff bursaries, fleet services, audit fees, legal costs, and payment of contractual obligations for the new office accommodation and other operational requirements.

**Transfers and subsidies:** The payment of pension benefits for ex-development board members and injury-on-duty claims increased from R1.2 million in 2016/17 to R2.2 million in 2019/20. The budget increases slightly over the MTEF period to continue to make provision for payment of pension benefits for ex-development board members, and for possible injury-on-duty claims, and retirement of officials.

**Machinery and equipment:** The replacement of office computers, furniture and equipment in the department was delayed due to unavailability of an office building as a result of the fire incident at BoL. Hence, there is decreased expenditure from R1.8 million in 2016/17 to R1 million in 2018/19.

The budget will slightly decrease from R6.2 million in 2020/21 to R5.8 million in 2022/23, due to budget cuts implemented. This allocation will mainly fund the procurement of tools of trade for officials, and office furniture and ICT infrastructure for the new office building.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Improved municipal performance in line with the B2B pillars	<b>Municipal Administration</b>								
	15 research studies produced on key local policy issues	Number of research studies produced on key local policy issues.	New indicator	New indicator	11 municipalities assessed and supported on the functionality of Council committees.	11 municipalities assessed and supported on the functionality of Council committees.	3 research studies produced on key local policy issues: a) Research study on the functionality of Council committees. b) Research study on the alignment of	3 research studies produced on key local policy issues.	3 research studies produced on key local policy issues.



							indigent policies to the Gauteng Indigent Policy Framework.		
							c) Research study on the implementation of municipal indigent policies and alignment to the National Guidelines on Indigent Policies		
	10 research reports produced on key local policy issues.	Number of research reports produced on key local policy issues.	New indicator	New indicator	New indicator	New indicator	2 research reports produced on key local policy issues.	2 research reports produced on key local policy issues.	2 research reports produced on key local policy issues.
<b>Community Development Workers Programme</b>									
	100% of cases resolved through municipalities, sector departments and	Percentage of cases resolved through municipalities, sector departments	New indicator	New indicator	New indicator	New indicator	30% of cases resolved through municipalities, sector departments and Office of the Premier.	40% of cases resolved through municipalities, sector departments and Office	50% of cases resolved through municipalities, sector departments and Office of the Premier.

	Office of the Premier.	and Office of the Premier.						of the Premier.	
	100% of community members linked to Local Economic Development (LED) and socio-economic programmes (Bursaries, Employment and Projects).	Percentage of community members linked to Local Economic Development and socio-economic programmes (Bursaries, Employment and Projects).	New indicator	New indicator	New indicator	New indicator	100% of community members linked to Local Economic Development and socio-economic programmes (Bursaries, Employment and Projects).	100% of community members linked to Local Economic Development and socio-economic programmes (Bursaries, Employment and Projects).	100% of community members linked to Local Economic Development and socio-economic programmes (Bursaries, Employment and Projects).
<b>Stakeholder Liaison</b>									
	Civic awareness programmes implemented in Gauteng Municipalities.	Number of Civic awareness programmes implemented in Gauteng Municipalities.	New indicator	New indicator	New indicator	2 Strategic stakeholder engagements sessions held aligned to community development and public participation	10 Civic awareness programmes implemented in Gauteng Municipalities.	10 Civic awareness programmes implemented in Gauteng Municipalities.	10 Civic awareness programmes implemented in Gauteng Municipalities.
<b>Public Participation</b>									
	5 ABCD capacity initiatives	Number of ABCD capacity initiatives	New indicator	New indicator	New indicator	30 municipal and CoGTA officials trained on	1 ABCD initiative implemented	1 ABCD initiative implemented by 6	1 ABCD initiative implemented

	implemented by municipalities	implemented municipalities				(ABCD and CBM)	by 4 municipalities	municipalities	by 9 municipalities
	Municipalities supported with public participation initiatives	Number of municipalities supported with public participation initiatives	New indicator	New indicator	9 Municipalities were supported to maintain functional ward committees.	8 municipalities supported to maintain functional ward committees.	9 municipalities supported with public participation initiatives to maintain functional ward committees.	9 municipalities supported with public participation initiatives to maintain functional ward committees.	9 municipalities supported with public participation initiatives to maintain functional ward committees.
<b>Municipal Financial Support</b>									
	9 Municipalities provided with capacity to implement the simplified revenue plans.	Number of Municipalities provided with capacity to implement the simplified revenue plans.	81% collection of top 500 business debtors in local municipalities.	2 municipalities (Emfuleni and Rand-West City) supported to improve revenue management through an assessment of the status of the Revenue Value chains.	2 Municipalities supported with additional capacity to implement the developed simplified revenue plans (Emfuleni and Rand-West City).	2 Municipalities supported with capacity to implement the simplified revenue plans. (Emfuleni and Rand-West City).	2 Municipalities provided with capacity to implement the simplified revenue plans. (Lesedi and Merafong City)	4 Municipalities provided with capacity to implement the simplified revenue plans. (Lesedi, Merafong City, Midvaal and Ekurhuleni)	4 Municipalities provided with capacity to implement the simplified revenue plans. (Midvaal and Ekurhuleni, Tshwane and COJ)

	5 Local Municipalities provided with capacity to undertake data enrichment of Large power and Water Users	Number of municipalities provided with capacity to undertake data enrichment of Large power and Water Users	New indicator	New indicator	New indicator	Data cleansing of Top 500 business billing data under the project Implementation of the simplified revenue plans	1 municipality provided with capacity to undertake data enrichment of Large power and Water Users (Lesedi Local Municipality)	1 municipality provided with capacity to undertake data enrichment of Large power and Water Users (Randwest City Local Municipality)	1 municipality provided with capacity to undertake data enrichment of Large power and Water Users (Merafong Local Municipality)
	6 Local Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy.	Number of Municipalities supported with the deployment of revenue experts to implement an Integrated Revenue Enhancement and Debtors Management Plan.	New indicator	New indicator	New indicator	2 Local Municipalities supported with revenue experts to develop an Integrated Revenue Enhancement and Debtors Management Plan. (Emfuleni and Merafong City LMs).	3 Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy. (Lesedi, Emfuleni and Merafong City LMs)	3 Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy. (Randwest City, Emfuleni)	2 Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy. (Midvaal, Emfuleni and Merafong City LMs).

								and Merafong City LMs)	
	5 Municipalities provided with additional capacity to reduce Unauthorised, Irregular, Fruitless and Wasteful expenditure	Number of municipalities provided with additional capacity to reduce Unauthorised, Irregular, Fruitless and Wasteful expenditure	New indicator	New indicator	New indicator	New indicator	1 municipality provided with additional capacity to reduce Unauthorised, Irregular, Fruitless and Wasteful expenditure (Randwest and Mogale City Local Municipalities )	1 municipality provided with additional capacity to reduce Unauthorised, Irregular, Fruitless and Wasteful expenditure Merafong and Tshwane LMs)	1 municipality provided with additional capacity to reduce Unauthorised, Irregular, Fruitless and Wasteful expenditure (Emfuleni, Midvaal and Lesedi LMs)
	OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plan	Number of OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plan	New indicator	New indicator	New indicator	2 OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plan	2 OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plan.	2 OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plan	2 OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plan
<b>Municipal Institutional Support</b>									

	13 capacity building interventions supported in municipalities	Number of capacity building interventions supported in municipalities	120 Local municipal officials were trained.	5 capacity building interventions supported in Municipalities (Lesedi and Emfuleni, Rand-West City, Merafong, Mogale City and Midvaal).	5 capacity building interventions supported in targeted Municipalities .	4 capacity building interventions (SCM, Finance, Contract Management and Project Management ) in action learning provided in 6 targeted municipalities	1 capacity building intervention (Accountability and Ethical Conduct) for Councilors and Officials in 11 Gauteng Municipalities	3 Capacity building interventions supported for Councilors assigned with oversight function (section 79 and MPAC)	3 Capacity building interventions supported for Councilors assigned with oversight function (section 79 and MPAC)
	5 municipalities supported with Legal Services	Number of municipalities supported with Legal Services (Labour Relations Law and Related Litigation).	New indicator	New indicator	New indicator	1 Municipality (Emfuleni LM) supported with Legal Services (Corporate, Commercial Law and Related Litigation and Labour Relations Law and Related Litigation.	1 Municipality, Emfuleni LM supported with Legal services (Labor and Employment Law and Litigation)	1 Municipality, supported with Legal services, (Labor and Employment Law and Litigation)	1 Municipality, supported with Legal services (Labor and Employment Law and Litigation)
	5 Municipalities supported with the	Number of Municipalities supported with the Organizational	New indicator	New indicator	New indicator	1 Municipality (Emfuleni LM) supported with the	1 Municipality (Emfuleni LM) supported with the	1 Municipality (West Rand District)	1 Municipality (Rand West City) supported with Organizational

	Organizational Structure and Institutional Review	Structure and Institutional Review				Organizational Structure and institutional review.	Organizational Structure and Institutional review	supported with Organizational Structure and Institutional Review	Structure and Institutional Review
<b>Municipal Monitoring and Evaluation (Service Delivery)</b>									
	Municipal performance reports against the key performance areas of Local Government.	Number of municipal performance reports against the key performance areas of Local Government.	4 quarterly municipal performance reports against the key performance areas of Local Government	4 quarterly municipal performance reports against the key performance areas of Local Government	4 quarterly municipal performance reports against the key performance areas of Local Government	4 quarterly municipal performance reports against the key performance areas of Local Government	4 quarterly municipal performance reports against the key performance areas of Local Government	4 quarterly municipal performance reports against the key performance areas of Local Government	4 quarterly municipal performance reports against the key performance areas of Local Government
	Annual municipal performance reports compiled as per section 47 of the Municipal Systems Act.	Number of annual municipal performance reports compiled as per section 47 of the Municipal Systems Act.	1 annual municipal performance report compiled for 2015/16 as per Section 47 of the Municipal Systems Act (MSA).	1 annual municipal performance report compiled for 2016/17 as per Section 47 of the Municipal Systems Act (MSA).	1 annual municipal performance report compiled for 2017/18 as per Section 47 of the Municipal Systems Act (MSA).	1 annual municipal performance report compiled for 2018/19 as per Section 47 of the Municipal Systems Act (MSA).	1 annual municipal performance report compiled for 2019/20 as per Section 47 of the Municipal Systems Act (MSA).	1 annual municipal performance report compiled for 2020/21 as per Section 47 of the Municipal Systems Act (MSA).	1 annual municipal performance report compiled for 2021/22 as per Section 47 of the Municipal Systems Act (MSA).
	Municipal end of term	Number of end of term reports	-	-	-	-	1 municipal end of term	-	-

	report complied (2016 – 2021 municipal end of term)	on municipal performance compiled					review report compiled (2016 – 2021 municipal end of term)			
<b>Municipal Monitoring and Evaluation (Municipal Finance)</b>										
	20 compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	Number of compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	4 compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	4 compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	4 compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	4 compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	4 compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	4 compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	4 compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	4 compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.
	5 reports on the issues raised by	Number of reports on the issues raised by the Auditor	3 reports on municipal compliance in terms of	1 report in terms of the Municipal Finance	1 report in terms of the Municipal Finance	1 report in terms of the Municipal Finance	1 report on the issues raised by the Auditor	1 report on the issues raised by the Auditor	1 report on the issues raised by the Auditor General in	



	the Auditor General in audit reports in terms of section 131 of the MFMA	General in audit reports in terms of section 131 of the MFMA	Municipal Finance Management Act (MFMA).	Management Act Section 131.	Management Act Section 131.	Management Act Section 131.	General in audit reports in terms of section 131 of the MFMA	General in audit reports in terms of section 131 of the MFMA	audit reports in terms of section 131 of the MFMA
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### Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
<b>Municipal Administration</b>					
Number of research studies produced on key local policy issues.	3 research studies produced on key local policy issues.	-	-	1 research study produced on key local policy issues.	2 research studies produced on key local policy issues.
Number of research reports produced on key local policy issues.	2 research reports produced on key local policy issues.	-	-	1 research report produced on key local policy issues.	1 research report produced on key local policy issues.
<b>Community Development Programme</b>					
Percentage of cases resolved through municipalities, sector departments and Office of the Premier.	30% of cases resolved through municipalities, sector departments and Office of the Premier.	5% of cases resolved through municipalities, sector departments and Office of the Premier.	5% of cases resolved through municipalities, sector departments and Office of the Premier.	10% of cases resolved through municipalities, sector departments and Office of the Premier.	10% of cases resolved through municipalities, sector departments and Office of the Premier.
Percentage of community members linked to Local Economic Development and socio-economic programmes (Bursaries, Employment and Projects).	100% of community members linked to Local Economic Development and socio-economic programmes (Bursaries, Employment and Projects).	100% of community members linked to Local Economic Development and socio-economic programmes (Bursaries,	100% of community members linked to Local Economic Development and socio-economic programmes (Bursaries,	100% of community members linked to Local Economic Development and socio-economic programmes (Bursaries,	100% of Community members linked to Local Economic Development and socio-economic programmes (Bursaries,

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
		Employment and Projects).	Employment and Projects).	Employment and Projects).	Employment and Projects).
<b>Stakeholder Liaison</b>					
Number of Civic awareness programmes implemented.	10 Civic awareness programmes implemented.	2 Civic awareness programme implemented.	2 Civic awareness programme implemented.	3 Civic awareness programme implemented.	3 Civic awareness programme implemented.
<b>Public Participation</b>					
Number of ABCD capacity initiatives implemented in municipalities	1 ABCD capacity initiatives implemented in municipalities	No target planned	No target planned	No target planned	1 ABCD capacity initiatives implemented in municipalities
Number of municipalities supported with public participation initiatives	9 municipalities supported with public participation initiatives to improve Ward Committee functionality	No Target Planned	9 municipalities supported with public participation initiatives to improve Ward Committee functionality	9 municipalities supported with public participation initiatives to improve Ward Committee functionality	9 municipalities supported with public participation initiatives to improve Ward Committee functionality
<b>Municipal Financial Support</b>					
2 Municipalities provided with capacity to implement the simplified revenue plans. (Lesedi and Merafong City)	2 Municipalities provided with capacity to implement the simplified revenue plans. (Lesedi and Merafong City)	1 Municipality supported with capacity to implement the updated simplified revenue plan as per project plan (Lesedi Local Municipality).).	2 Municipality supported with capacity to implement the updated simplified revenue plan as per project plan (Lesedi and Merafong Local Municipalities).	2 Municipalities supported with capacity to implement the updated simplified revenue plan as per project plan (Lesedi and Merafong Local Municipalities).	2 Municipalities supported with capacity to implement the updated simplified revenue plan as per project plan (Lesedi and Merafong Local Municipalities).
Number of municipalities provided with capacity to undertake data enrichment of Large power and Water	1 municipality provided with capacity to undertake data enrichment of Large power and Water Users	No target	No target	Draft report of Large Power Users audit	Implementation of data enrichment of Large power and Water Users

<b>Output Indicators</b>	<b>Annual Target</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Users in Emfuleni Local Municipality	(Lesedi Local Municipality)				
Number of Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy.	3 Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy. (Lesedi, Emfuleni and Merafong City LMs)	2 Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy (Emfuleni and Merafong City LMs).	2 Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy (Emfuleni and Merafong City LMs).	3 Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy. (Lesedi, Emfuleni and Merafong City LMs)	3 Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy. (Lesedi, Emfuleni and Merafong City LMs)
Number of municipalities Provided with additional capacity to reduce Unauthorised, Irregular, Fruitless and Wasteful expenditure	1 municipality provided with additional capacity to reduce Unauthorised, Irregular, Fruitless and Wasteful expenditure (Randwest and Mogale City Local Municipalities)	No target	No Target	Draft municipal Status quo Assessment reports on the status of the UIFW and draft plan to reduce the Unauthorised, Irregular, Fruitless and Wasteful expenditure (UIF&W)	Implementation of plan to reduce the Unauthorised, Irregular, Fruitless and Wasteful expenditure (UIF&W)
Number of OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plan	2 OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plan.	1 OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plans	No target	No target	1 OPCA PCCs convened to provide advisory support to municipalities on the implementation of the audit response plans
<b>Municipal Institutional Support</b>					
Number of capacity building interventions supported in	1 capacity building intervention (Accountability and	No Target	1 capacity building intervention (Accountability and	1 capacity building intervention (Accountability and	1 capacity building intervention (Accountability and

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
municipalities (outcome 9, sub-outcome 3) (b2b pillar 5)	Ethical Conduct) for Councilors and Officials in 11 Gauteng Municipalities		Ethical Conduct) for Councilors and Officials in 11 Gauteng Municipalities conducted.	Ethical Conduct) for Councilors and Officials in 11 Gauteng Municipalities conducted.	Ethical Conduct) for Councilors and Officials in 11 Gauteng Municipalities conducted.
Number of municipalities supported with Legal Services (Labour Relations Law and Related Litigation)	1 Municipality, Emfuleni LM supported with Legal services (Labour Relations Law and Related Litigation)	1 Municipality, Emfuleni LM supported with Legal services (Labour Relations Law and Related Litigation)	1 Municipality, Emfuleni LM supported with Legal services (Labour Relations Law and Related Litigation)	1 Municipality, Emfuleni LM supported with Legal services (Labour Relations Law and Related Litigation)	No Target
Number of Municipalities supported with the Organizational Structure and Institutional Review	1 Municipality (Emfuleni LM) supported with the Organizational Structure and Institutional review	1 Municipality (Emfuleni LM) supported with the Organizational Structure and Institutional review	1 Municipality (Emfuleni LM) supported with the Organizational Structure and Institutional review	1 Municipality (Emfuleni LM) supported with the Organizational Structure and Institutional review	No Target
<b>Municipal Monitoring and Evaluation (Service Delivery)</b>					
Number of municipal quarterly performance reports against the key performance areas of Local Government	4 quarterly municipal performance reports against the key performance areas of Local Government	1 quarterly municipal performance report against the key performance areas of Local Government	1 quarterly municipal performance report against the key performance areas of Local Government	1 quarterly municipal performance report against the key performance areas of Local Government	1 quarterly municipal performance report against the key performance areas of Local Government
Number of annual municipal performance reports compiled as per Section 47 of the Municipal Systems Act.	1 annual municipal performance report compiled	-	-	-	1 annual municipal performance report compiled for 2019/20 as per Section 47 of the Municipal Systems Act (MSA).

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of end of term reports on municipal performance compiled (2016 – 2021 municipal end of term)	1 municipal end of term review report compiled.	-	-	-	1 municipal end of term review report compiled.
<b>Municipal Monitoring and Evaluation (Municipal Finance)</b>					
Number of compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	4 compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	1 compliance report in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	1 compliance report in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	1 compliance report in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.	1 compliance report in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.
Number of reports on the issues raised by the Auditor General in audit reports in terms of section 131 of the MFMA	1 report on the issues raised by the Auditor General in audit reports in terms of section 131 of the MFMA	No target planned	No target planned	No target planned	1 report on the issues raised by the Auditor General in audit reports in terms of section 131 of the MFMA

### 3.1.4 Performance Over the Medium-Term Period

Provision of individual and organizational capacity support and development in 11 Gauteng municipalities will improve municipal performance and enhance service delivery. Amongst other capacity development initiatives, Councilors and officials will be capacitated in Accountability and Ethical Conduct which is aimed at promoting effective oversight and ensure accountable and good corporate governance in municipalities. Furthermore, organizational capacity support will focus on organizational performance of municipalities whereby structures, systems, policies, strategies and processes will be reviewed.

Ongoing monitoring of municipalities and the production of municipal compliance reports will provide business intelligence to enable the department to make the necessary strategic decisions and interventions to improve overall performance of municipalities and effective service delivery to communities, including women, children and people of disabilities.

To build Capacity in Municipalities on the application of the Asset Based Approach as a base approach for public participation to inform how communities and government engage in a positive way. The Support to Municipalities on public participation initiatives is to ensure that Ward Committees keep communities informed and are able to facilitate community participation in government programmes and consultation.

## Programme Resource Considerations

### PROGRAMME 2: LOCAL GOVERNANCE

TABLE 7.8: SUMMARY OF PAYMENT AND ESTIMATES: LOCAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Municipal Administration	11	11	12	14	15	15	17	18	20
	867	492	524	913	613	613	293	571	831
2. Municipal Finance	15	9	9	12	11	11	22	23	28
	802	148	273	366	366	366	298	654	427
3. Public Participation	137	146	155	166	170	170	206	221	241
	007	988	049	102	962	962	063	593	595
4. Capacity Development	18	32	13	18	18	18	33	35	43
	056	847	702	881	881	881	637	093	758
5. Municipal Performance Monitoring, Reporting and Evaluation	13	14	14	18	17	17	17	18	19
	990	480	270	270	570	570	204	705	766
<b>Total payments and estimates</b>	<b>196</b>	<b>214</b>	<b>204</b>	<b>230</b>	<b>234</b>	<b>234</b>	<b>296</b>	<b>317</b>	<b>354</b>
	<b>722</b>	<b>955</b>	<b>818</b>	<b>532</b>	<b>392</b>	<b>392</b>	<b>495</b>	<b>616</b>	<b>377</b>

TABLE 7.9: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: LOCAL GOVERNANCE

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>182</b>	<b>186</b>	<b>199</b>	<b>225</b>	<b>229</b>	<b>229</b>	<b>296</b>	<b>315</b>	<b>352</b>
	<b>809</b>	<b>819</b>	<b>818</b>	<b>532</b>	<b>392</b>	<b>392</b>	<b>495</b>	<b>390</b>	<b>044</b>
Compensation of employees	160	168	178	192	192	192	207	225	241
	942	893	582	192	192	192	897	013	890
Goods and services	21	17	21	33	37	37	88	90	110
	867	926	236	340	200	200	598	377	154

Interest and rent on land	-	-	-	-	-	-	-	-	-
<b>Transfers and subsidies to:</b>	<b>13</b>	<b>23</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>2</b>
	<b>913</b>	<b>136</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>-</b>	<b>226</b>	<b>333</b>
Provinces and municipalities	13	23	5	5	5	5	-	2	2
	913	136	000	000	000	000	-	226	333
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
		<b>000</b>							
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	5	-	-	-	-	-	-	-
		000							
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total economic classification</b>	<b>196</b>	<b>214</b>	<b>204</b>	<b>230</b>	<b>234</b>	<b>234</b>	<b>296</b>	<b>317</b>	<b>354</b>
	<b>722</b>	<b>955</b>	<b>818</b>	<b>532</b>	<b>392</b>	<b>392</b>	<b>495</b>	<b>616</b>	<b>377</b>

Expenditure increased from R196.7 million to R204.8 million between the 2016/17 and 2018/19 financial years to fund the department's interventions to support municipalities. The key interventions included facilitating seamless transition during the merger of Westonaria and Randfontein local municipalities; and the provision of financial support for Rand West Local Municipality to address salary disparity challenges. The department provided for the development of credit control and debt collection policies; the establishment of the customer-care system;

implementation of the simplified revenue enhancement strategy/plan in Merafong and Midvaal local municipalities; the rollout of capacity intervention through training and skills transfer to targeted municipalities; and for conducting human resource audits in municipalities.

The adjusted budget, amounting to R234.4 million in 2019/20, is mainly for the provision of payment for the Voter Education Registration Campaign in support of the 6<sup>th</sup> national and provincial elections, the Operation Clean Audit coordinating committee workshop, training and technical support for the design and setup of an asset-based community development initiative in municipalities, a CDW collaborative model workshop, and the Women Counsellors Gender Mainstreaming Training Programme.

The budget is set to increase from R296.5 million in 2020/21 to R354.3 million in 2022/23 to fund the continuation of interventions in municipalities. These include the institutionalisation of performance management systems; exercising oversight and providing support to the municipalities in line with the Financial Recovery Plan; ensuring that all Gauteng municipalities implement the B2B pillars much more effectively and efficiently; supporting roll-out of the simplified revenue enhancement strategy; and providing support to the two district municipalities to review and develop financial viability and sustainability strategies and plans. The department aims to pilot the DDM in the West Rand and Sedibeng Municipalities, and establish five Multi-Disciplinary Panels of Expertise to support each of the three metros and two districts in line with the DDM roll-out. In preparation for the coming local government election, the department will exercise oversight and provide support in the roll-out of the Civic Awareness Campaigns and Voter Education Campaigns across all municipalities in Gauteng.

The department will strengthen and integrate the work of CDWs across the Province in community engagement and support the War Room on service delivery, institutionalise the CDWs Case Management System across all GPG sector departments and spheres, strengthen communication and public participation systems across all municipalities in Gauteng, and enhance the public participation system through an effective Ward Committee system for active citizen monitoring and oversight of delivery. The department also made provision for roll-out of a responsive tracking B2B tool for municipalities, implementation of efficient governance and organisational design models, setup of an asset-based community development initiative in municipalities, building of capacity for integrity management and ethical conduct in local government and how to deal effectively with cases of corruption, and a Women Counsellors' Gender Mainstreaming Training Programme.

**Compensation of employees:** The expenditure relates to the deployment of CDWs and the filling of key vacant posts. The expenditure increased from R160.9 million in 2016/17 to R178.6 million in 2018/19, and the budget is set to increase from R207.9 million in 2020/21 to



R241.9 million in 2022/23, mainly to strengthen the capacity of the CWP by filling critical vacant posts to ensure that each ward is allocated a CDW. The department aims to build capacity and capability and reengineer its core business structures, systems and processes.

**Goods and services:** The department spent between R21.9 million and R21.2 million during the first three financial years. The key deliverables produced during this period were the roll-out of capacity intervention through training and skills transfer to targeted municipalities, public participation forums to work with ward committees, induction sessions for women counsellors on gender, youth and people with disabilities, training of CDWs on the CDW framework, outreach programmes for service delivery enhancement, and the implementation of the simplified revenue strategy.

The budget over the 2020 MTEF mainly catered for: oversight and providing support in good governance and institutional management; implementation of the Government debt reduction strategy; and provision of municipalities with support to sustain positive audit outcomes. The department will also exercise oversight and provide support in the roll-out of the Civic Awareness Campaigns and Voter Education Campaigns across all municipalities in Gauteng for the coming local government election, provide training to CDWs and ward counsellors, setup of asset-based community development initiative in municipalities, support local government with skills, financial management and service provision; and a Women Counsellors' Gender Mainstreaming Training Programme.

**Transfers and subsidies:** Transfers relate to the financial support provided to municipalities. The amount of R18.9 million allocated in the past three financial years facilitated the correction of the resultant salary disparity that followed the above-mentioned merger. It also funded the installation of electricity infrastructure and the waste collection project for Emfuleni Local Municipality.

The budget for transfers is projected to decrease gradually from R5 million in 2019/20 to R2.3 million over the MTEF, only continuing to support municipalities with the migration from manual to electronic information on performance targets (PMS). This continuation will be informed by the outcome of the assessment set to be conducted in the 2020/21 financial year on the impact of these transfers.

**Machinery and equipment:** The department purchased tools of the trade worth R5 million for the CDWs in 2017/18.

### 3.2 Outcome 2: Spatially Integrated Cities and Transformed Communities in The Gauteng Province

**Purpose:** The outcome indicator, i.e., *Number of spatially integrated cities and transformed communities in the Gauteng Province*, is critical to achieving this outcome. Spatial integration is important in a transforming country such as South Africa. Cities and communities need to be integrated and sustainable and this is also aligned to the localization of the Sustainable Development Goals across the Gauteng City Region. There is a need to drive Integrated Development Planning (IDP) processes in line with the Gauteng Spatial Development Framework hence this outcome indicator is of relevance.

The assumption is that once there is integrated development planning this would assist to exercise oversight and provide support on the provision of affordable and reliable basic services. This would also allow for the promotion of integrated, inclusive and sustainable local economic development through strategic partnerships hence the need for the outcome indicator i.e. implementation of the LED framework. In order for there to be the existence of sustainable cities and communities, there must be a drive to focus on Disaster Management and combating the impact of climate change across the Gauteng province.

#### 3.2.1 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Safe, spatially integrated cities and communities with inclusive growth	100% of GPG sector departments capital investments aligned to reviewed GSDP priorities.	Percentage of GPG sector departments capital investments aligned to reviewed GSDP priorities	3 provincial plans assessed for alignment with the approved GSDF 2030	Consolidated GSDF 2030 implementation assessment developed	Assessment of implementation of GSDF 2030 as basis for review	1 <sup>st</sup> Draft reviewed GSDF	2 <sup>nd</sup> Draft reviewed GSDF	1 Final Reviewed GSDF	20% of GPG sector departments capital investments aligned to reviewed GSDF priorities
	60 business cases assessed for level of	Number of business cases assessed for	New Indicator	New Indicator	New Indicator	12 business cases assessed for level of	12 business cases assessed for level of	12 business cases assessed for level of	12 business cases assessed for level of compliance to statutory Town

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	compliance to statutory Town Planning legislation from six department with capital projects Cases	level of compliance to statutory Town Planning legislation from six department with capital projects Cases				compliance to statutory Town Planning legislation from six department with capital projects	compliance to statutory Town Planning legislation from six department with capital projects Cases	compliance to statutory Town Planning legislation from six department with capital projects Cases	Planning legislation from six department with capital projects Cases
	11 metropolitan , district and local municipal capital projects in SDBIPs spatially referenced	Number of metropolitan, district and local municipal capital projects in SDBIPs spatially referenced	New Indicator	New Indicator	2 Local municipal capital projects in SDBIPs spatially referenced	4 Local municipal capital projects in SDBIPs spatially referenced	6 Local municipal capital projects in SDBIPs spatially referenced	8 district and local municipal capital projects in SDBIPs spatially referenced	11 metropolitan, district and local municipal capital projects in SDBIPs spatially referenced
<b>Land use Management</b>									
	Land Use Audits conducted in two District Municipalities towards enabling	Number of Land Use Audits conducted for local municipalities within	New indicator	New indicator	New indicator	SPLUMA-compliant land use schemes as basis for conducting	1 Land Use Audit conducted for local municipalities within	1 Land Use Audit conducted for local municipalities within West Rand District.	2 Land Use Audits conducted for local municipalities within Sedibeng District and West Rand District

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	SPLUMA-compliance	Sedibeng District and West Rand Districts				land use audits	Sedibeng District.		
<b>Integrated Development Planning Coordination</b>									
	100% of IDP assessment recommendations implemented by municipalities.	Percentage of Integrated Development Plans (IDP) assessments recommendations implemented by municipalities.	New indicator	New indicator	New indicator	New indicator	80% of IDP assessment recommendations implemented by municipalities	90% of IDP assessment recommendations implemented by municipalities	100% of IDP assessment recommendations implemented by municipalities
	5 District Development Models (DDM) launched	Number District Development Models (DDM) launched (incorporated in DDM "One Plans")	New Indicator	New Indicator	New Indicator	5 District Profile Analysis finalised	3 Pilot District Development Models (DDM) launched.	2 District Development Models (DDM) launched.	-
	5 municipalities supported with the	Number of municipalities supported with the	New Indicator	New Indicator	New Indicator	1 Municipality supported with the	1 Municipality supported with the	1 Municipality supported with the development	1 Municipality supported with the development of a Capital

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	development of a Capital Expenditure Framework (CEF).	development of Capital Expenditure Framework (CEF).				development of a Capital Expenditure Framework (CEF) – Merafong LM.	development of a Capital Expenditure Framework (CEF) – Lesedi LM.	of a Capital Expenditure Framework (CEF) – Rand West & Emfuleni LMs.	Expenditure Framework (CEF) - Midvaal.
<b>Infrastructure Planning</b>									
	9 municipalities supported to implement infrastructure service delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5). MIG and other Grants.	Number of municipalities supported to implement infrastructure service delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5). MIG and other Grants.	7 municipalities supported with service delivery programmes-(MIG and MISA).	6 municipalities supported with service delivery programmes-(MIG)	6 local municipalities monitored on the implementation of infrastructure service delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5). -	6 local municipalities monitored on the implementation of infrastructure service delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5). -	6 local and 3 metro municipalities supported to implement infrastructure service delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5). MIG and other Grants.	6 local and 3 metro municipalities supported to implement infrastructure service delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5). MIG and other Grants.	6 local and 3 metro municipalities supported to implement infrastructure service delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5). MIG and other Grants.
	9 municipalities supported	Number of municipalities supported with	New indicator	New indicator	New indicator	New indicator	6 local municipalities supported	9 local municipalities supported	9 local municipalities supported with

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	with Technical Skills capacity challenges through MISA/ COGTA/ Multidisciplinary team of experts in engineering and town planning.	Technical Skills capacity challenges through MISA/ COGTA/ Multidisciplinary team of experts in engineering and town planning.					with technical skills capacity challenges through MISA/COGTA/Multidisciplinary teams in engineering and town planning.	with technical skills capacity challenges through MISA/COGTA/Multidisciplinary teams in engineering and town planning.	technical skills capacity challenges through MISA/COGTA/Multidisciplinary teams in engineering and town planning.
<b>Energy</b>									
	Indigent households with access to basic electricity services.	Number of indigent households with access to basic electricity services.	New indicator	New indicator	New indicator	7000 indigent households with access to basic electricity.	8000 indigent households with access to basic electricity.	9000 indigent households with access to basic electricity.	10000 indigent households with access to basic electricity.
	50 Electrified Informal Settlements	Number of Informal Settlements supported with electrification	New indicator	New indicator	New indicator	10 Informal Settlements partially or fully electrified.	10 Informal Settlements electrified.	10 Informal Settlements electrified.	10 Informal Settlements electrified.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	3 State of Energy Outlook studies completed.	Number of State of Energy Outlook studies completed.	New indicator	1 State of Energy Outlook study	-	-	1 State of Energy Outlook study	-	1 State of Energy Outlook study
	Large Power Users and commercial customers Meters replaced in Merafong LM	Number of Large Power Users and commercial customers Meters replaced in Merafong LM	New indicator	New indicator	New indicator	New indicator	353 Large Power Users and commercial customers Meters replaced in Merafong LM	353 Large Power Users and commercial customers Meters replaced in Merafong LM	353 Large Power Users and commercial customers Meters replaced in Merafong LM
	786 large power users billed in Emfuleni.	Number of large power users billed in Emfuleni.	New indicator	New indicator	614 Large Power Users billed	600 Large Power Users billed	786 Large Power Users billed in Emfuleni	No target	No target
<b>Disaster Management</b>									
	Level 1 and 2 Disaster Management plan completed	Number of level 1 and 2 disaster management	New indicator	New indicator	New indicator	New indicator	Level 1 of the plan complete	Micro risk assessment and review of macro risk assessment	Level 2 of the plan complete

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
		plans completed							
	5 Municipal Disaster Management centers supported to remain functional	Number of municipal Disaster Management centers supported to remain functional	5 municipal Disaster Management Centres were functional.	5 Municipal Disaster Management Centres.	5 municipalities supported to maintain functional Disaster Management Centres.	5 municipalities supported to maintain functional Disaster Management Centres.	5 Municipal Disaster Management centers supported to remain functional	5 Municipal Disaster Management centers supported to remain functional	5 Municipal Disaster Management centers supported to remain functional
<b>Fire and Rescue</b>									
	4 Municipalities supported on Fire brigade services	Number of Municipalities supported on Fire brigade services	New indicator	New indicator	2 municipality supported on fire brigade services	2 municipality supported on fire brigade services (WRDM and Lesedi)	3 municipality supported on fire brigade services (3 municipal fire services bylaw drafted)	4 municipality supported on fire brigade services (training and equipment)	4 municipality supported on fire brigade services (training and equipment)

### 3.2.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4



<b>Integrated Development Planning</b>					
Percentage of GPG sector departments capital investments aligned to reviewed GSDf priorities	2nd draft reviewed GSDf	Terms of Reference approved.	-	-	2nd draft reviewed GSDf
Number of business cases assessed for level of compliance to statutory Town Planning legislation from six department with capital projects Cases	12 business cases assessed for level of compliance to statutory Town Planning legislation from six department with capital projects Cases	-	Assessment of business cases submitted in quarter 1	Assessment of business cases submitted in quarter 2	12 business cases assessed for level of compliance to statutory Town Planning legislation from six department with capital projects Cases
Number of metropolitan, district and local municipal capital projects in SDBIPs spatially referenced	6 Local municipal capital projects in SDBIPs spatially referenced	-	-	-	6 Local municipal capital projects in SDBIPs spatially referenced
<b>Land use management</b>					
Number of Land Use Audits conducted for local municipalities within Sedibeng	1 Land Use Audit conducted for local municipalities within Sedibeng District.	Terms of Reference approved.	-	Inception Report developed	1 Land Use Audit conducted for local municipalities within Sedibeng District.

District and West Rand Districts					
<b>Integrated Development Planning Coordination</b>					
Percentage of Integrated Development Plans (IDP) assessment recommendations implemented by municipalities.	80% of IDP assessment recommendations implemented by municipalities	Assessment of municipalities' progress in implementing the 2019/20 IDP assessment recommendations (draft IDP Analysis and IDP MEC Commenting Sessions).	-	5 municipal visits to give IDP compliance feedback as contained in IDP MEC Commenting Letters.	80% of IDP assessment recommendations implemented by municipalities.
Number District Development Models (DDM) launched (incorporated in DDM "One Plans")	3 Pilot District Development Models (DDM) launched.	Gauteng DDM Approach submitted for approval by EXCO Technical.	-	Launch of the Pilot Districts for the DDM	3 Pilot District Development Models (DDM) launched.
Number of municipalities supported with the development of a Capital Expenditure Framework (CEF).	1 Municipality supported with the development of a Capital Expenditure Framework (CEF)– Lesedi LM.	Concept document on the development of a Capital Expenditure Framework (CEF) – Lesedi LM.	-	-	1 Municipality supported with the development of a Capital Expenditure Framework (CEF)– Lesedi LM.
<b>Infrastructure Planning</b>					
Number of municipalities supported to implement	6 local and 3 metro municipalities supported to implement infrastructure service delivery programmes	6 local and 3 metro municipalities supported to implement	6 local and 3 metro municipalities supported to implement	6 local and 3 metro municipalities supported to implement	6 local and 3 metro municipalities supported to implement

infrastructure service delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5). MIG and other Grants.	(Outcome 9, Sub-outcome 1) (B2B Pillar 5). MIG and other Grants.	infrastructure service delivery programmes	infrastructure service delivery programmes	infrastructure service delivery programmes	infrastructure service delivery programmes
Number of municipalities supported with technical skills capacity challenges through MISA/COGTA/Multidisciplinary team of experts in engineering and town planning	6 local municipalities supported with technical skills capacity challenges through MISA/COGTA/Multidisciplinary teams in engineering and town planning	6 local municipalities supported with technical skills capacity challenges	6 local municipalities supported with technical skills capacity challenges	6 local municipalities supported with technical skills capacity challenges	6 local municipalities supported with technical skills capacity challenges
<b>Energy</b>					
Number of indigent households with access to basic electricity services.	8000 indigent households with access to basic electricity services.	-	-	2000 indigent households with access to basic electricity services.	6000 indigent households with access to basic electricity services.
Number of Informal Settlements supported with electrification	10 Informal Settlements partially or fully electrified.	-	-	2 Informal Settlements partially or fully electrified.	8 Informal Settlements partially or fully electrified.

Number of State of Energy Outlook studies	1 State of Energy Outlook study	-	-	-	1 final State of Energy Outlook study
Audit & Replacement of Large Power Users Meters (Bulk Customers) and commercial customers in Merafong LM	Audit & Replacement of 353 Large Power Users Meters and commercial customers in Merafong LM	-	-	170 Large Power Users and commercial customers meters audited and replaced (where needed)	183 Large Power Users and commercial customers meters audited and replaced (where needed)
Automated meter reading for Large Power Users (LPU)- Emfuleni LM LPUs to account for all 2000 users and replace faulty & tampered meters	786 Large Power Users billed	196 Large Power Users billed	196 Large Power Users billed	196 Large Power Users billed	198 Large Power Users billed
<b>Disaster Management</b>					
Level 1 and 2 Disaster Management plan completed	Level 1 of the plan completed	No Target	No Target	Draft level 1 document	Level 1 document completed
Number of Municipal Disaster Management centers supported	5 Municipal Disaster Management centers supported to remain functional	1 Municipal Disaster Management center	1 Municipal Disaster Management center	1 Municipal Disaster Management center	2 Municipal Disaster Management center

to remain functional		supported to remain functional	supported to remain functional	supported to remain functional	supported to remain functional
<b>Fire and Rescue Services</b>					
Number of Municipalities supported on Fire brigade services	3 municipality supported on fire brigade services (3 municipal fire services bylaws drafted)	Assessment of status of fire service by-laws in 3 municipalities	-	-	3 municipality supported on fire brigade services (3 municipal fire services bylaw drafted)

### 3.2.3 Programme Resource Considerations

#### PROGRAMME 3: DEVELOPMENT AND PLANNING

TABLE 7.10: SUMMARY OF PAYMENTS AND ESTIMATES: DEVELOPMENT AND PLANNING

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Land Use Management	12	12	10	8	8	8	12	11	11
	492	448	811	296	614	614	772	220	659
2. Idp Coordination	20	23	24	33	25	25	24	23	25
	809	413	052	499	204	204	649	618	888
3. Disaster Management	72	55	105	114	110	110	84	67	77
	133	195	007	297	437	437	140	924	533
4. Municipal Infrastructure	50	17	58	42	42	42	24	23	25
	254	911	271	680	680	680	003	568	691
<b>Total payments and estimates</b>	<b>155</b>	<b>108</b>	<b>198</b>	<b>198</b>	<b>186</b>	<b>186</b>	<b>145</b>	<b>126</b>	<b>140</b>
	<b>688</b>	<b>967</b>	<b>141</b>	<b>772</b>	<b>935</b>	<b>935</b>	<b>564</b>	<b>330</b>	<b>771</b>

TABLE 7.11: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: DEVELOPMENT AND PLANNING

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>86</b>	<b>102</b>	<b>112</b>	<b>137</b>	<b>105</b>	<b>105</b>	<b>120</b>	<b>120</b>	<b>134</b>
	<b>028</b>	<b>703</b>	<b>463</b>	<b>700</b>	<b>863</b>	<b>863</b>	<b>016</b>	<b>941</b>	<b>623</b>
Compensation of employees	52	58	62	61	61	61	63	67	72
	013	763	145	227	974	974	301	818	167
Goods and services	34	43	50	76	43	43	56	53	62
	015	940	318	473	889	889	715	123	456
Interest and rent on land	-	-	-	-	-	-	-	-	-

<b>Transfers and subsidies to:</b>	<b>35</b>	<b>2</b>	<b>79</b>	<b>47</b>	<b>67</b>	<b>67</b>	<b>22</b>		
	<b>700</b>	<b>000</b>	<b>500</b>	<b>004</b>	<b>004</b>	<b>004</b>	<b>000</b>	-	-
Provinces and municipalities	35	2	79	47	67	67	22	-	-
	700	000	500	004	004	004	000	-	-
Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	<b>33</b>	<b>4</b>	<b>6</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>3</b>	<b>5</b>	<b>6</b>
	<b>960</b>	<b>264</b>	<b>178</b>	<b>068</b>	<b>068</b>	<b>068</b>	<b>548</b>	<b>389</b>	<b>148</b>
Buildings and other fixed structures	31	-	-	-	-	-	-	-	-
	600	-	-	-	-	-	-	-	-
Machinery and equipment	2	4	6	14	14	14	3	5	6
	360	264	178	068	068	068	548	389	148
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
<b>Total economic classification</b>	<b>155</b>	<b>108</b>	<b>198</b>	<b>198</b>	<b>186</b>	<b>186</b>	<b>145</b>	<b>126</b>	<b>140</b>
	<b>688</b>	<b>967</b>	<b>141</b>	<b>772</b>	<b>935</b>	<b>935</b>	<b>564</b>	<b>330</b>	<b>771</b>

The increase in expenditure from R155.7 million in the 2016/17 to R198.1 million in the 2018/19 financial year reflects the costs incurred to procure the PMDC building; the disaster material required to support interventions for flood-relief; other payments such as the settlement of consultation fees for reports produced on state of readiness for the PDMC; the hydrological study for the centre; and disaster campaign sessions to raise awareness on climate change adaption and disaster reduction. The department provided support for water and electricity infrastructure projects. Included in the expenditure are costs attributed to training on the IDP framework and seminars conducted on broad

intersectoral engagements, the operational requirements of the PDMC, the conduct of disaster-related education and awareness campaigns, and funding of the establishment of a standardized rank insignia system for fire and rescue services.

The adjusted budget in 2019/20 is R186.9 million to fund the operational requirements of the PDMC centre, and to continue to roll out the smoke detector project as part of fire prevention strategy, and a once-off R45 million transferred to West Rand District Municipality to fund the operational requirements for the disaster management services. The department supported Ekurhuleni Municipality in maintaining functional Disaster Management Centres and functionality assessment was conducted in the City of Johannesburg. Disaster management awareness campaigns and Micro-disaster risk assessments were conducted.

The programme budget decreases from R145.6 million to R140.8 million over the MTEF, as a result of once-off allocation of R20 million in 2020/21 financial year to provide support to West Rand for improvement of Fire & Rescue Services response capabilities. The budget over the MTEF will mainly cater for the procurement and distribution of disaster relief to affected areas; support to municipalities to conduct post disaster assessments; support to the disaster management functionality of municipal centres; and for disaster risk assessments and plans which include support for sectors to develop sector plans, conduct disaster risk assessments and review disaster management plans. The department will support municipalities with equipment for fire and rescue services, and with specialised training for the use of equipment and vehicles. The department will exercise oversight and provide support to targeted municipalities on the Electricity and Water Conservation and Demand Management plan; and support municipalities to improve CAPEX expenditure. The department will make provision for institutionalisation of integrated planning via the Integrated Framework Act, and development of a long term GCR Integrated Urban Development Framework and Capital Expenditure Framework.

**Compensation of employees:** Expenditure on personnel increased from R52 million to R62.1 million during the first three years under review. Increasing the human resource capacity for the PMDC and the filling of OSD positions were the main contributors to the increased expenditure. These factors continue to influence the increase in the budget from R63.3 million in 2020/21 to R72.1 million in 2022/23. Also contributing is the expansion of the capacity of the Rapid Response Teams (RRTs) through employment and deployment of young technicians and artisans.

**Goods and services:** The department continued to make provision for disaster relief and to contribute towards water conservation initiatives in the province. Goods and services purchased amounted to R34 million in 2016/17 and increased to R50.3 million in 2018/19. The procured goods and services enabled the department to respond to disasters in communities, finalisation of some of the projects for the PDMC, implementation of the energy strategy and the settlement of the lease for fire fighter’s engines, as well as implementing measures to harvest rain water through water tanks purchased and installed at schools during the drought season.

The adjusted allocation is R43.9 million in 2019/20 increasing to R62.5 million in 2022/23 to cater for the operationalisation requirements of the PMDC, institutionalisation of integrated planning via the Integrated Framework Act, provision of disaster relief materials, and support of initiatives towards the implementation of Water and Electricity Conservation and Demand Management Plans. The department will conduct disaster management and fire safety education, training and awareness programmes; improve provincial disaster management capacity through better coordination of disaster management centres and roll out the Incident Command System within the province.

**Payments for capital assets:** The once-off R31.6 million expenditure was incurred due to the procurement of the PDMC building and equipment in 2016/17. Over the MTEF the allocation will provide for the procurement of ICT infrastructure, office equipment, unmanned aerial vehicles (UAV) and cameras to conduct disaster-risk assessments of incidents over large areas, including inaccessible areas.

### 3.3 Outcome 3: Effective Systems of Cooperative Governance

**Purpose:** The outcome indicator i.e., *Number of Joined-up district level plans* is a necessary ingredient for success. Therefore, there must be a focus on the nature and quality of intergovernmental and stakeholder relations across spheres and sectors. The assumption being made is that if these structures and instruments are functional then matters of public interest and concern would be dealt with and that these engagements will lead towards attainment of the impact statement.

#### 3.3.1 Outcomes, Outputs, Performance Indicators and Targets

			Annual Targets
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Outcome	Outputs	Output Indicators	Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19		2019/20	2020/21	2021/22
<b>Effective Systems of Cooperative Governance</b>	11 municipalities that are functional in terms of B2B indicators	Number of municipalities that are functional in terms of B2B indicators	3 Local municipalities: Out of 67 combined priority supporting actions, 49 (73%) are 4 reports on the implementation of Back to Basics support plans by municipalities	4 reports on the implementation of Back to Basics support plans by municipalities	4 reports on the implementation of Back to Basics support plans by municipalities	4 reports on the implementation of Back to Basics support plans by municipalities	4 municipalities that are functional in terms of B2B indicators	6 municipalities that are functional in terms of B2B indicators	8 municipalities that are functional in terms of B2B indicators
	80% of community concerns referred to COGTA resolved	Percentage of community concerns referred to COGTA resolved	New Indicator	New Indicator	New Indicator	New Indicator	40% of community concerns referred to COGTA resolved	50% of community concerns referred to COGTA resolved	60% of community concerns referred to COGTA resolved
	80% of Nthirisano commitments that have COGTA	Percentage of Nthirisano commitments that have COGTA	New Indicator	New Indicator	New Indicator	New Indicator	40% of Nthirisano commitments that have COGTA	50% of Nthirisano commitments that have COGTA	60% of Nthirisano commitments that have COGTA

	implications implemented	implications implemented					implications implemented	implications implemented	implications implemented
	11 municipalities that integrate SDGs in their IDPs	Number of municipalities that integrate SDGs in their IDPs	New Indicator	New Indicator	New Indicator	New Indicator	2 municipalities that integrate SDGs in their IDPs	4 municipalities that integrate SDGs in their IDPs	6 municipalities that integrate SDGs in their IDPs
<b>Intergovernmental Relations</b>									
	4 Statutory IGR Structures' functional in accordance with the IGR Framework.	Number of Statutory IGR Structures' functional in accordance with the IGR Framework.	New indicator	New indicator	New indicator	4 Functional Cooperative Governance and IGR structures.	4 Statutory IGR Structures' functional in accordance with the IGR Framework.	4 Statutory IGR Structures' functional in accordance with the IGR Framework.	4 Statutory IGR Structures' functional in accordance with the IGR Framework.
	50% implementation of decisions taken at the IGR forums.	Percentage implementation of decisions taken at the IGR forums	New indicator	New indicator	New indicator	New indicator	10% implementation of decisions taken at the IGR forums	30% implementation of decisions taken at the IGR forums	30% implementation of decisions taken at the IGR forums
<b>Municipal Governance</b>									
	11 municipalities monitored on the extent to which anti-corruption measures are implemented	Number of municipalities monitored on the extent to which anti-corruption measures are implemented	New indicator	4 reports produced on the extent to which municipalities comply with the implementation of the	11 municipalities monitored on the extent to which anti-corruption measures are	11 municipalities monitored on the extent to which anti-corruption measures are	11 municipalities monitored on the extent to which anti-corruption measures are implemented	11 municipalities monitored on the extent to which anti-corruption measures are implemented	11 municipalities monitored on the extent to which anti-corruption measures are implemented

				Anticorruption measures (Sub-outcome 3, Action 8).	implemented	implemented			
	11 municipalities supported on ethics and integrity management.	Number of municipalities supported on ethics and integrity management.	New indicator	New Indicator	9 municipalities capacitated on ethics and integrity management.	9 municipalities capacitated on ethics and integrity management.	11 municipalities supported on ethics and integrity management.	11 municipalities supported on ethics and integrity management.	11 municipalities supported on ethics and integrity management.

### 3.3.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
<b>Back 2 Basics</b>					
Number of municipalities that are functional in terms of B2B indicators	4 municipalities that are functional in terms of B2B indicators	2 municipalities that are functional in terms of B2B indicators (Ekurhuleni Metropolitan Municipality and Midvaal Local Municipality)	2 municipalities that are functional in terms of B2B indicators (Ekurhuleni Metropolitan Municipality and Midvaal Local Municipality)	1 municipality that are functional in terms of B2B indicators (Lesedi LM)	1 municipality that are functional in terms of B2B indicators (Mogale City LM)
Percentage of community concerns referred to COGTA resolved	40% of community concerns referred to COGTA resolved	10% of community concerns referred to COGTA resolved	10% of community concerns referred to COGTA resolved	10% of community concerns referred to COGTA resolved	10% of community concerns referred to COGTA resolved
Percentage of Nthirisano commitments that have	40% of Nthirisano commitments that have	10% of Nthirisano commitments that	10% of Nthirisano commitments that	10% of Nthirisano commitments that	10% of Nthirisano commitments that

COGTA implications implemented	COGTA implications implemented	have COGTA implications implemented	have COGTA implications implemented	have COGTA implications implemented	have COGTA implications implemented
Number of municipalities that integrate SDGs in their IDPs	2 municipalities that integrate SDGs in their IDPs		1 Municipality (Midvaal Local Municipality) with integrated SDGs in their IDPs		1 Municipality (Ekurhuleni Metropolitan Municipality) with integrated SDGs in their IDPs
<b>Intergovernmental Relations</b>					
Number of Statutory IGR Structures' functional in accordance with the IGR Framework.	4 Statutory IGR Structures' functional in accordance with the IGR Framework.	4 Statutory IGR Structures' functional in accordance with the IGR Framework.	4 Statutory IGR Structures' functional in accordance with the IGR Framework.	4 Statutory IGR Structures' functional in accordance with the IGR Framework.	4 Statutory IGR Structures' functional in accordance with the IGR Framework.
Percentage implementation of decisions taken at IGR forums	10% implementation of decisions taken at IGR forums	No target planned	5% implementation of decisions taken at IGR forums	No target planned	5% implementation of decisions taken at IGR forums
<b>Municipal governance and Administration</b>					
Number of municipalities monitored on the extent to which anti-corruption measures are implemented.	11 municipalities monitored on the extent to which anti-corruption measures are implemented.	-	-	-	11 municipalities monitored on the extent to which anti-corruption measures are implemented.
Number of municipalities supported on ethics and integrity management.	11 municipalities supported on ethics and integrity management.	-	-	11 municipalities supported on ethics and integrity management.	-

### 3.4 Outcome 4: Strengthened institution of Traditional Leadership

**Purpose:** This strategic posture seeks to secure trust and prosperity across the length and breadth of the Gauteng Province. Support to the Institution of Traditional Leadership in the implementation of policies, norms and standards, systems and regulatory framework will contribute to the impact. Cultural heritage must be preserved and social cohesion promoted across the province. The way in which this is to be done is through supporting the two institutions of traditional leadership. The assumption being made is that the support will lead to preserving cultural heritage and promotion of social cohesion, integrated cities and sustainable livelihoods.

#### 3.4.1 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
<b>Strengthened institution of Traditional Leadership</b>	2 Traditional Councils supported to perform their functions.	Number of Traditional Councils supported to perform their functions.	New Indicator.	New Indicator.	2 Traditional Councils supported to perform their functions in terms of Section 4 of the Traditional Leadership and Governance Framework Act of 2003.	2 Traditional Councils complying with legislative prescripts.	2 Traditional Councils complying with legislative prescripts.	2 Traditional Councils complying with legislative prescripts.	2 Traditional Councils complying with legislative prescripts.
	100% of succession claims/disputes processed.	Percentage of succession claims/disputes	100% of complaints received were resolved.	100% of traditional leadership	100% of succession claims/disputes received	100% of succession claims/disputes received	100% of succession claims/disputes processed.	100% of succession claims/disputes processed.	100% of succession claims/disputes processed.

		es processed.	The one complaint received from the AmaNdeb ele a Moletlane was responded to within the stipulated timeframe.	complaints resolved within 90 days after date of receipt.	and processed.	and processed.			
	10 initiation schools complying with the National Initiation Schools guidelines	Number of initiation schools complying with the National Initiation Schools guidelines	New indicator	New indicator	New indicator	New indicator	10 Initiations schools complying with the National Initiation schools' guidelines	10 Initiations schools complying with the National Initiation schools' guidelines	10 Initiations schools complying with the National Initiation schools' guidelines
	2 Traditional leaders or representative attending municipal sittings	Number of Traditional leaders or representative attending municipal sittings	New indicator	New indicator	New indicator	New indicator	2 Traditional leaders or representative attending municipal sittings	2 Traditional leaders or representative attending municipal sittings	2 Traditional leaders or representative attending municipal sittings

	2 Traditional Authorities supported to participate in the IDP processes	Number of Traditional Authorities supported to participate in the IDP processes.	New indicator	New indicator	New indicator	New indicator	2 Traditional Authorities supported to participate in the IDP processes	2 Traditional Authorities supported to participate in the IDP processes	2 Traditional Authorities supported to participate in the IDP processes
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### 3.4.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Traditional Councils supported to perform their functions.	2 Traditional Councils complying with legislative prescripts.				2 of Traditional Councils supported to perform their functions.
Percentage of succession claims/disputes processed.	100% of succession claims/disputes processed.	100% of succession claims/disputes received and processed.	100% of succession claims/disputes received and processed.	100% of succession claims/disputes received and processed.	100% of succession claims/disputes received and processed.
Number of initiation schools complying with the National Initiation Schools guidelines	10 Initiations schools complying with the National Initiation schools' guidelines				10 Initiations schools complying with the National Initiation schools' guidelines
Number of Traditional leaders or representative attending municipal sittings	Number of Traditional leaders or representative attending municipal sittings	Number of Traditional leaders or representative attending municipal sittings	Number of Traditional leaders or representative attending municipal sittings	Number of Traditional leaders or representative attending municipal sittings	Number of Traditional leaders or representative attending municipal sittings

Number of Traditional Authorities supported to participate in the IDP processes.	2 Traditional Authorities supported to participate in the IDP processes				2 Traditional Authorities supported to participate in the IDP processes
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### 3.4.3 Programme Resource Considerations

#### PROGRAMME 4: TRADITIONAL INSTITUTIONAL DEVELOPMENT

TABLE 7.12: SUMMARY OF PAYMENTS AND ESTIMATES: TRADITIONAL INSTITUTIONAL DEVELOPMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
1. Traditional Institution Administration	4 376	5 585	5 109	5 835	6 335	6 335	10 491	11 114	12 799
2. Traditional Resource Administration	3 463	4 814	6 858	9 061	8 861	8 861	8 738	9 441	10 123
3. Rural Development Facilitation	450	–	500	500	500	500	500	528	553
4. Traditional Land Administration	1 768	– 870	– 938	2 500	2 200	2 200	2 641	2 845	2 944
<b>Total payments and estimates</b>	<b>10 057</b>	<b>11 269</b>	<b>13 405</b>	<b>17 896</b>	<b>17 896</b>	<b>17 896</b>	<b>22 370</b>	<b>23 928</b>	<b>26 419</b>

TABLE 7.13: SUMMARY OF PROVINCIAL PAYMENTS AND ESTIMATES BY ECONOMIC CLASSIFICATION: TRADITIONAL INSTITUTIONAL DEVELOPMENT

R thousand	Outcome			Main appropriation	Adjusted appropriation 2019/20	Revised estimate	Medium-term estimates		
	2016/17	2017/18	2018/19				2020/21	2021/22	2022/23
<b>Current payments</b>	<b>10 057</b>	<b>11 269</b>	<b>13 405</b>	<b>17 896</b>	<b>17 896</b>	<b>17 896</b>	<b>22 370</b>	<b>23 928</b>	<b>26 419</b>
Compensation of employees	5 170	7 555	9 746	13 094	13 094	13 094	15 305	16 385	17 614
Goods and services	4 887	3 714	3 659	4 802	4 802	4 802	7 065	7 543	8 805
Interest and rent on land	–	–	–	–	–	–	–	–	–
<b>Transfers and subsidies to:</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
Provinces and municipalities	–	–	–	–	–	–	–	–	–



Departmental agencies and accounts	-	-	-	-	-	-	-	-	-
Higher education institutions	-	-	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	-	-	-	-	-	-	-	-	-
<b>Payments for capital assets</b>	-	-	-	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-	-	-
Machinery and equipment	-	-	-	-	-	-	-	-	-
Heritage Assets	-	-	-	-	-	-	-	-	-
Specialised military assets	-	-	-	-	-	-	-	-	-
Biological assets	-	-	-	-	-	-	-	-	-
Land and sub-soil assets	-	-	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-
<b>Total economic classification</b>	<b>10</b>	<b>11</b>	<b>13</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>22</b>	<b>23</b>	<b>26</b>
	<b>057</b>	<b>269</b>	<b>405</b>	<b>896</b>	<b>896</b>	<b>896</b>	<b>370</b>	<b>928</b>	<b>419</b>

Spending increased from R10.1 million to R13.4 million during the first three financial years to cater for personnel costs, for goods and services required for cultural and commemoration events and training of traditional councils. The hosting of the Zulu cleansing ceremony that was held at a stadium in Katlehong is one of main factors contributing to spending in 2016/17.

The budget will increase from R22.4 million to R26.4 million over the 2020 MTEF period. The increase is to provide for implementation of the provincial IGR strategy across all departments; implementation of the Traditional and Khoi-san Leadership Act and Traditional Handbook; addressing powers and functions in intergovernmental relations; providing adequate support to traditional leaders to perform their functions; eradicating illegal traditional initiation schools; and development of the oversight and accountability management model. The allocation will

also cater for continuous support for cultural events, for the IGR forum with municipalities and relevant stakeholders, and for ensuring that statutory IGR structures are functional.

**Compensation of employees:** expenditure increased from R5.2 million in 2016/17 to R9.7 million in 2018/19, to fund staff requirements and the filling of vacant posts. The current financial year budget amounts to R13.1 million and will increase to R17.6 million in the 2022/23 financial year, mainly to continue funding the human resource requirements of the department.

**Goods and Services:** expenditure indicates a decrease from R4.9 million in 2016/17 to R3.7 million in 2018/19. The historical expenditure relates to the commemoration of traditional and cultural events as the main cost driver for the programme. Over the MTEF, the budget will increase from R7.1 million in 2020/21 to R8.8 million in the 2022/23 financial year, mainly for the implementation of the provincial IGR strategy across all departments; for conducting workshops to support the eradication of illegal traditional initiation schools; and also for implementation of the Traditional and Khoi-san Leadership Act and Traditional Handbook including the establishment and the implementation of the commission of enquiry. The department will also cater for the capacitation and training of traditional councils, continuous support for cultural events commemoration, and development of a management system for effective administration of traditional land. The allocation also caters for transfers to traditional councils for the maintenance and running of offices and vehicles.

### 3.5 Explanation of Planned Performance Over the Medium-Term Period

<b>Improved municipal performance in terms of the B2B approach</b>	a) The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the institution; as well as the achievement of priorities of women, children and people with disabilities.	b) Explanation of planned performance in relation to outputs must be discussed within budget programmes. The rationale for the choice of the outcome indicators relevant to the respective outcomes.	c) Explanation of the outputs contribution to the achievement of the outcomes.
	<b>Organisational structure</b> is being reviewed in line with the new strategy. This will result in improved capacitation of		Organisational structure is being reviewed in line with the new strategy. This will result

	<p>CoGTA and enhance municipal oversight. Recruitment of scarce skills will also aid the Department to mainstream the Back to Basics Approach. This will contribute to the achievement of outcome 1, namely the <i>improved municipal performance in line with the B2B pillars</i>.</p> <p>The Department's recruitment will be biased toward women, youth and people with disabilities, in order to meet the required provincial government targets. CoGTA will also spend some of its budget training women councillors in order to strengthen municipal leadership</p> <p><b>Public participation</b> will be utilised to create social compacts between communities and local government structures. CoGTA will pay particular attention to mechanisms like the IDP, in line with the MTSF outcome statement that speaks to citizen engagement.</p> <p>The Department will aim to ensure that a percentage of participants for community engagement are women, youth and people living with disabilities.</p>		<p>in improved capacitation of CoGTA and enhance municipal oversight. Recruitment of scarce skills will also aid the Department to mainstream the Back to Basics Approach. This will contribute to the achievement of outcome 1, namely the <i>improved municipal performance in line with the B2B pillars</i>.</p> <p>Active involvement by communities in the municipal structures, through the Asset Based Community Development Model, will contribute toward improving municipal performance.</p>
<p><b>Spatially integrated cities and transformed</b></p>	<p><b>Alignment of capital investments to the Gauteng Spatial Development Framework,</b> will achieve the implementation of spatial integration. This</p>		<p>This will contribute toward the achievement of outcome 3: <i>spatially integrated and</i></p>

<p><b>communities in the Gauteng Province</b></p>	<p>will lead to transformed communities, which has a direct bearing on inclusive growth in the province.</p> <p>When considering spatial transformation, the role of women is central, as their place in cities cannot be overstated.</p> <p><b>Spatial referencing of capital projects in SDBIPs for 11 municipalities</b> will ensure that the province implements projects that are aligned with the Gauteng Spatial Development Framework and Land Use Management Strategy.</p> <p><b>The implementation of IDP recommendation by municipalities</b> will enhance integrated development planning in local government.</p> <p><b>Managing disaster management</b> will assist in mitigating the effects of climate change and assist development planners to have sustainable cities that are ecologically sound.</p>		<p><i>transformed communities in the Gauteng province.</i></p> <p>The support of municipalities to produce IDPs, will improve service delivery and address spatial transformation</p>
<p><b>Effective systems of cooperative governance</b></p>	<p><b>80% of Ntirhisano commitments</b> with CoGTA implications to be implemented</p> <p><b>Integration of Sustainable Development Goals</b> in IDP process will enhance planning as well as sustainable</p>		<p>This will help in the achievement of outcome 4: <i>Effective Systems of Cooperative Governance</i></p>

	<p>communities. This will help in building resilient and sustainable communities</p> <p>The place of women in the SDGs is paramount as their development goes hand in glove with the development of the family and young people in particular. This outcome will ensure that even in the Ntirhisano commitments, the voice of women is heard and their priorities listened to.</p> <p><b>Two traditional councils supported to perform their functions</b></p>		<p>This will assist in achieving Outcome 5: <i>Strengthening the institution of Traditional Leadership</i></p>
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### 3.6 Key Risks

Outcome 1	Key Risk	Risk Mitigation
<p><b>Improved municipal performance in terms of the B2B approach (Internal)</b></p>	<p>1. Insufficient resourcing of the legislative mandate of the Department</p>	<ul style="list-style-type: none"> <li>• Review of the macro- and micro-organisational structure</li> <li>• Costing of the proposed structure</li> </ul>
	<p>2. Potential litigation that stems from non-</p>	<ul style="list-style-type: none"> <li>• Review Employment Equity Plan and establish a committee to ensure adherence to targets</li> </ul>

	compliance with National employment targets	
	3. Inadequate resourcing of the CoGTA staff	<ul style="list-style-type: none"> <li>• Implementation of the critical skills plan, aligned to proposed structure and priorities</li> </ul>
	4. Limited capacity in the Integrity Office	<ul style="list-style-type: none"> <li>• Recruit and train officials that can be capacitated to fulfil the roles required</li> </ul>
		<ul style="list-style-type: none"> <li>• Current cases to be investigated by the Provincial Treasury on behalf of the Department</li> </ul>
Outcome 2: Improved municipal performance in line with the B2B pillars	5. Non-submission of performance reports by municipalities	<ul style="list-style-type: none"> <li>• Facilitate adherence to the IGR Framework, while exercising oversight role on municipal performance</li> </ul>
	6. Limited capacity to fully monitor compliance with relevant legislation which results in performance inefficiency	<ul style="list-style-type: none"> <li>• Develop a monitoring dashboard with real-time output on municipality challenges</li> </ul>
	7. Lack of cooperation and data provision by municipalities	<ul style="list-style-type: none"> <li>• Strengthen local government support, while ensuring legislative instruments are used to enhance compliance</li> </ul>
	8. Inefficient case resolution workflow	<ul style="list-style-type: none"> <li>• Institutionalise stakeholder engagement that leads to successful case management</li> </ul>
	9. Dysfunctional municipalities as a result	<ul style="list-style-type: none"> <li>• Robust engagement with municipalities that prioritises service delivery models which are not reliant on political heads for implementation</li> </ul>

	of change in political leadership	
	10. Non-compliance by municipalities on the service delivery points	<ul style="list-style-type: none"> <li>• Develop models for holding municipalities accountable and supporting ailing ones</li> </ul>
	11. Late promulgation of municipal staff regulations	<ul style="list-style-type: none"> <li>• Ensure continuous engagement with all municipal structures to ensure timeous implementation</li> </ul>
Outcome 3: Spatially integrated and transformed Gauteng Province	12. Adoption of the National Spatial Development Framework and Access to data	<ul style="list-style-type: none"> <li>• Facilitate implementation and tap into plethora of institutions at department's disposal for information</li> </ul>
	13. Inefficient supply chain processes with regard to the migration of key functions from other departments	<ul style="list-style-type: none"> <li>• Ensure seamless transition via the Migration Change Management Financial Work Stream.</li> </ul>
	14. Lack of responsiveness and delayed responsiveness on business case submissions about Statutory Town Planning	<ul style="list-style-type: none"> <li>• Ongoing training to capacitate sector departments to comply with town planning provisions</li> </ul>
		<ul style="list-style-type: none"> <li>• Enhance oversight on municipalities to ensure timeous submissions</li> </ul>
	15. Silo'd approach that creates a disjuncture between finance,	<ul style="list-style-type: none"> <li>• Ensure training on the IGR and other frameworks to facilitate cooperation between units and departments to reconfigure provincial spatial architecture</li> </ul>

	infrastructure planning, PM&E in sector departments, in relation to spatial planning	
	16. Inefficient GIS at all three levels of government (local, district, province)	<ul style="list-style-type: none"> <li>Capacitate and support municipalities on this function</li> </ul>
Outcome 4: Effective Systems of Cooperative governance	17. Lack of cooperation from IGR stakeholders	<ul style="list-style-type: none"> <li>Create meeting schedule in advance to mitigate risk of collapse of IGR structure</li> </ul>

### 3.7 Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
N/A			

### 3.8 Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
	N/A							

### 3.9 Public Private Partnerships

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
N/A				



# Part D: Technical Indicator Descriptions

## 4. Technical Indicator Descriptions

### I. Purpose

The Indicator Definition Document (IDD) for the Annual Performance Plan (APP) provides an explanation of the performance indicators in the plan and outlines the technical description of each performance indicator, how the data is collected and used. It also includes definitions of strategic objectives of the department as found in the Strategic Plan and cascaded to the APP.

The technical indicator description assists in interpreting measurements of performance indicators and strategic objectives to ensure all stakeholders have a common understanding.

### II. Legal Requirements and Guidelines

Chapter 5 and 30 of Treasury Regulations and part 3B of the Public Services Regulations sets out the legal requirements for strategic plans and annual performance plans. The Framework for Strategic and Annual Performance Plan specifies the requirement to develop technical indicator descriptions for strategic objectives and performance indicators.

### III. Focus

The IDD focuses on performance indicators and strategic objectives contained in the 2020/21 APP and the 2020 – 2025 Strategic Plan for COGTA. The responsibility for strategic objectives is Organisational and reference to the strategic plan should be made to note specific programmes to which the strategic objective applies.

### IV. Linked To

The IDD is linked to the strategic plan of COGTA for 2020 – 2025 and 2020/21 APP.

### V. Timeframe

The applicability of the IDD for the strategic plan is in line with the period of the strategic plan, which is normally a period of five years as per the planning cycle.

The timeframe for the IDD as it pertains to the APP is for the specified year of applicability.

## VI. Updating

Once agreed among all role players, the technical indicator definitions in the IDD will not be updated unless there is a revision of the strategic plan and/or the APP.

### Outcome 1: Improved municipal performance in line with the B2B pillars

<b>Indicator Title</b>	Percentage of the organizational structure implemented in line with the revised strategy.
<b>Definition</b>	The structure of the department is under review to ensure alignment to the new strategy. The approved structure needs to be filled in order to achieve the planned outcomes.
<b>Source of data</b>	Persal report.
<b>Method of calculation/ Assessment</b>	Number of posts filled/Number of posts on the structure x 100.
<b>Assumptions</b>	Funding will be available to fill posts on the structure.
<b>Disaggregation of Beneficiaries (where applicable)</b>	50% females 50% males 50% youth 5% people with Disabilities
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Optimally functioning CoGTA.
<b>Indicator responsibility</b>	Director: Human Resources

<b>Indicator Title</b>	100% of invoices paid in 15 days.
<b>Definition</b>	Departments are expected to pay all invoices received within 15 days.
<b>Source of data</b>	BAS and SAP systems.

<b>Method of calculation/ Assessment</b>	Invoices paid/invoices received *100.
<b>Assumptions</b>	All invoices received will have the required supporting documents.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Payment of invoices within 15 days.
<b>Indicator responsibility</b>	Chief Financial Officer

### Municipal Administration

<b>Indicator Title</b>	Number of research studies produced on key local policy issues.
<b>Definition</b>	Conduct investigative and analytical research studies on local government that aim at developing practical and innovative solutions to local government challenges in Gauteng. Exchange information on local government with sector departments, municipalities and stakeholders.
<b>Source of data</b>	Primary and secondary data sources.
<b>Method of calculation/ Assessment</b>	Simple count of research studies conducted.
<b>Assumptions</b>	The data required to complete the study will be available. The required stakeholders will be willing to participate.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Informed planning and decision-making.
<b>Indicator responsibility</b>	Director: Municipal Administration.

<b>Indicator Title</b>	Number of research reports produced on key local policy issues.
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<b>Definition</b>	Completed and approved investigative and analytical research reports on local government with practical and innovative solutions to local government challenges in Gauteng. Exchange research reports on local government issues with sector departments, municipalities and stakeholders.
<b>Source of data</b>	Primary and secondary data sources.
<b>Method of calculation/ Assessment</b>	Simple count of research reports completed and approved.
<b>Assumptions</b>	The data required to complete the study will be available. The required stakeholders will be willing to participate.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Informed planning and decision-making.
<b>Indicator responsibility</b>	Director: Municipal Administration.

### Community Development Workers Programme

<b>Indicator Title</b>	Percentage of cases resolved through municipalities, sector departments and / or Office of the Premier.
<b>Definition</b>	The indicator entails identification of service delivery cases, referral of cases to municipality service points and sector departments' service points and escalation of non – resolved cases. A total number of resolved cases is extracted from the cases received.
<b>Source of data</b>	Service delivery cases identified through door to door visits, observation and consultation with community members at other stakeholder consultation fora.
<b>Method of calculation/ Assessment</b>	Number of cases resolved/number of cases received X 100.
<b>Assumptions</b>	The different stakeholders i.e. Office of the Premier, sector departments and municipalities will respond to the request for service.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.

<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Responsive government and improved access to government services.
<b>Indicator responsibility</b>	Community Development Workers Programme.

<b>Indicator Title</b>	Percentage of community members linked to Local Economic Development and socio-economic programmes (Bursaries, Employment and Projects).
<b>Definition</b>	The indicator entails identifying community members who have an interest in Local Economic Development initiatives and linking them to the correct opportunities. The community members to be assisted to put measures in place to help them reach minimum requirements to qualify for local economic development initiatives.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Community Development Workers interact with Community members through door to door visits, observation, consultation and other public participation processes.</li> <li>• Government framework stipulating minimum requirements to qualify for registration of Economic Development Initiatives.</li> <li>• Sourcing information and documents from online platforms.</li> </ul>
<b>Method of calculation/ Assessment</b>	Number of requests processed / number of requests received X 100.
<b>Assumptions</b>	Assumption that all requests received will be processed. Community members will meet the minimum required criteria for participation.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved ability for communities to acknowledge their own developmental potential and leverage on it.
<b>Indicator responsibility</b>	Community Development Workers Programme.

#### Stakeholder Lialson

<b>Indicator Title</b>	Number of Civic awareness programmes implemented.
<b>Definition</b>	Stakeholder engagement sessions across the GCR Municipalities Civic Awareness/Social Cohesion programmes/interventions implemented across the GCR

	<p>Chapter 2 of the Constitution of (Bill of Rights) the Republic details the rights of every Citizen in the Republic. National and Provincial Priorities also pronounce on key Service Delivery priorities that all spheres of Government need to deliver on. The National Development Plan refers to a developmental and responsive Local Government. The Civic Awareness interventions are intended to serve as link between Government and Communities by ensuring that Citizens are informed and engaged on the plans of Government and that matters of mutual interest between Government and the communities find space for discussion and deliberation.</p> <p>Some of the critical Challenges facing Gauteng include:</p> <ol style="list-style-type: none"> <li>1. The trust deficit between government and Communities;</li> <li>2. Inadequate Public Participation in matters of Government</li> <li>3. The Communication void between Government and Communities on matters affecting communities</li> </ol> <p>The implementation of Civic Awareness Programmes seeks to improve Community Participation by addressing the aforementioned challenges. The ultimate goal of the implementation of Civic Awareness Programmes is to contribute toward deepening Constitutional Democracy, Public Participation and Social Cohesion.</p> <p><b>The prioritized campaigns include:</b></p> <ol style="list-style-type: none"> <li>1. Know your rights and responsibilities campaign linked to the SDGs</li> <li>2. The Civic Awareness campaign linked to the Voter Education campaign for the Local Government Elections</li> <li>3. The ID Awareness campaign</li> <li>4. Demarcations and Delimitations awareness campaign</li> <li>5. The Water and Electricity saving campaign linked to the SDGs and the sustainability of Municipalities</li> </ol>
<b>Source of data</b>	•Progress reports•
<b>Method of calculation/ Assessment</b>	Simple count of programmes implemented.
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>•Successful implementation of the Stakeholder Framework</li> <li>•Buy-in from Strategic Stakeholders and partners on strategic direction and planned projects.</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.

<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Successful implementation of the Stakeholder Framework
<b>Indicator responsibility</b>	Director: Stakeholder Liaison.

## Public Participation

<b>Indicator Title</b>	Number of ABCD capacity initiatives implemented in municipalities.
<b>Definition</b>	Asset Based Community (Led) Development (ABCD) is a social facilitation approach aimed enhancing public participation and citizen led development to provide content to participation in the way communities engages with government.
<b>Source of data</b>	Primary data
<b>Method of calculation/ Assessment</b>	Simple count of municipalities supported.
<b>Assumptions</b>	Office of Speakers will adopt the ABCD as an approach Sufficient Human Resource allocated to PP in the Speakers Office Adequate capacity to deploy and asset based approach to stimulate PP Adequate resource allocation from the Speakers Offices for PP.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Ward committees
<b>Spatial Transformation (where applicable)</b>	All municipalities.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	The number of Municipalities taking up in applying an Asset Based approach to foster citizen engagement in municipal programmes.
<b>Indicator responsibility</b>	Public Participation.

<b>Indicator Title</b>	Number of municipalities supported with public participation initiatives.
<b>Definition</b>	Ward committees are important structures for PP that are established by municipalities in terms of the Systems and Structures Acts. The purpose is to ensure communities are informed about government programmes and that communities participate and provide input to government consultation processes at a local level.
<b>Source of data</b>	Municipal reports.

<b>Method of calculation/ Assessment</b>	Simple count of municipalities supported.
<b>Assumptions</b>	Ward committees are established, supported by municipalities and are convening community/ward meetings on local issues Ward committees are working with the ward councillor in convening community meeting to inform communities about government programmes Ward committees are working with community organisations and interest groups to ensure that community issues are brought to the attention of the municipality.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Ward Committees.
<b>Spatial Transformation (where applicable)</b>	All municipalities.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Functional ward committees informing and engaging with communities on government programmes.
<b>Indicator responsibility</b>	Public Participation.

#### **Municipal Financial Support**

<b>Indicator Title</b>	Number of simplified revenue plans implemented in targeted Municipalities. (Lesedi and Merafong City Local municipalities).
<b>Definition</b>	The indicator entails providing additional capacity to develop and implement two simplified revenue plans in Lesedi and Merafong Local Municipalities. The initiative supports municipalities to put systems and mechanisms in place to facilitate collection of debt owed to municipalities through provision of accurate and complete billing data.
<b>Source of data</b>	Various Municipal financial reports.
<b>Method of calculation/ Assessment</b>	Simple count of simplified plans implemented.
<b>Assumptions</b>	Customer data will be provided by municipalities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Lesedi and Merafong City Local municipalities
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved revenue management and debt collection in local government.



<b>Indicator responsibility</b>	Municipal Finance Support.
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<b>Indicator Title</b>	Number of municipalities provided with capacity to undertake data enrichment of Large power and Water Users.
<b>Definition</b>	The indicator entails providing additional capacity to Merafong and Randwest city Local Municipalities to ensure correct/accurate billing of the Top 90 Large Power and Water Users. The initiative supports municipalities to put systems and mechanisms in place to facilitate collection of debt owed to municipalities.
<b>Source of data</b>	Various Municipal financial reports.
<b>Method of calculation/ Assessment</b>	Simple count of Large Power and water Users billed correctly/accurately.
<b>Assumptions</b>	Customer data will be provided by municipalities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Merafong and Randwest City Local Municipality.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative (Year-to-Date).
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved revenue management and debt collection in local government.
<b>Indicator responsibility</b>	Municipal Finance Support.

<b>Indicator Title</b>	Number of Municipalities supported with the deployment of revenue experts to develop an Integrated Revenue Enhancement and Debtors Management strategy.
<b>Definition</b>	The indicator entails providing Emfuleni and Merafong City Local Municipalities with the deployment of revenue experts to implement municipal identified areas in the developed Integrated Revenue Enhancement and Debtors Management. The initiative supports municipalities to put systems and mechanisms in place to facilitate collection of debt owed to municipalities.
<b>Source of data</b>	Various Municipal financial reports.
<b>Method of calculation/ Assessment</b>	Simple count of municipalities supported.
<b>Assumptions</b>	Customer data will be provided by municipalities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Emfuleni and Merafong City Local Municipalities.

<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved revenue management and debt collection in local government.
<b>Indicator responsibility</b>	Municipal Finance Support.

<b>Indicator Title</b>	Number of municipalities Provided with additional capacity to reduce Unauthorized, Irregular, Fruitless and Wasteful expenditure.
<b>Definition</b>	The programme is aimed at providing Mogale City Local Municipality with additional capacity to reduce Unauthorised, Irregular, Fruitless and Wasteful expenditure.
<b>Source of data</b>	Audit report, management report and tender documents.
<b>Method of calculation/ Assessment</b>	Simple count of municipalities supported.
<b>Assumptions</b>	Municipalities will provide all required information.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Mogale City Local Municipality.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Identification, prevention, reduction and reporting of unauthorised, irregular, fruitless and wasteful expenditure.
<b>Indicator responsibility</b>	Municipal Finance Support.

<b>Indicator Title</b>	Number of OPCA PCCs convened to provide advisory support to municipalities on the implementation on the audit response plan.
<b>Definition</b>	The indicator entails the monitoring of and provision of advisory support to 11 Municipalities to develop and implement audit response plans based on findings raised by the Auditor-General. The implementation of the action plans is monitored through engagements with municipalities and different stakeholders (Auditor General, CoGTA, Treasury, SALGA and IMFO) in the local government sphere. The engagements enable all Municipalities to report on the progress made in addressing AG issues as well as progress towards achieving clean audits and it allows all stakeholders to present the progress made in supporting municipalities to achieve clean audits.

<b>Source of data</b>	Audit reports & quarterly reports on the implementation of audit action plans.
<b>Method of calculation/ Assessment</b>	Simple count of municipalities supported.
<b>Assumptions</b>	All 11 municipalities will attend OPCA PCC Workshop.
<b>Disaggregation of Beneficiaries (where applicable)</b>	11 Municipalities.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved audit outcome of municipalities.
<b>Indicator responsibility</b>	Municipal Finance Support.

### Municipal Institutional Support

<b>Indicator Title</b>	Number of capacity building interventions supported in municipalities (outcome 9, sub-outcome 3) (b2b pillar 5).
<b>Definition</b>	Institutionalize capacity building for municipalities so that officials meet the prescribed minimum competency requirements and councillors are able to fulfil their governance obligations in terms of providing services to the community. Provide capacity building initiatives to improve the capabilities of municipalities and to enhance service delivery. Capacity building interventions provided on Finance Management (Revenue Management); Contract Management; Project Management; Supply Chain Management targeted at 200 officials in targeted municipalities (Lesedi, Emfuleni, RandWest City, Merafong, Mogale City and Midvaal) and 100 Councilors assigned with oversight functions supported on (NQF Level 3; 4 and 5). A multi-disciplinary team of experts deployed to targeted municipalities to strengthen capacity in revenue enhancement, engineering, human resource management and municipal property evaluations.
<b>Source of data</b>	Municipal update on training conducted and MIS/Training Provider reports on capacity building initiatives on the training implemented.
<b>Method of calculation/ Assessment</b>	Simple count of the number of capacity building interventions.
<b>Assumptions</b>	Municipalities will cooperate and send the correct people for training.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Females 65 Males 50 Youth 30

	PwD 5
<b>Spatial Transformation (where applicable)</b>	Not applicable (Year-to-Date).
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	To strengthen the capability and ability of officials and councilors to accomplish their governance and management responsibilities.
<b>Indicator responsibility</b>	Municipal Institutional Support Directorate.

<b>Indicator Title</b>	Number of municipalities supported with Legal Services (Labour Relations Law and Related Litigation).
<b>Definition</b>	Support targeted municipalities with Legal Services in the areas of Labour Relations and related litigation.
<b>Source of data</b>	Agenda, minutes, reports and presentations. Quarterly reports and service provider reports
<b>Method of calculation/ Assessment</b>	Quarterly reports, project steering committee minutes and attendance registers.
<b>Assumptions</b>	Funds will be available for the projects, buy in and commitment of stakeholders.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Emfuleni Local Municipality.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved institutional and administrative/legal capability to effectively perform and deliver services.
<b>Indicator responsibility</b>	Municipal Institutional Support Directorate.

<b>Indicator Title</b>	Number of Municipalities supported with the Organizational Structure and Institutional Review.
<b>Definition</b>	Support targeted municipalities with organizational structure and institutional review.
<b>Source of data</b>	Approved organizational structure, 4 quarterly reports, project steering committee minutes and attendance registers.
<b>Method of calculation/ Assessment</b>	Approved organizational structure, 4 quarterly reports, project steering committee minutes and attendance registers.
<b>Assumptions</b>	Funds will be available, and commitment of municipality supported.

<b>Disaggregation of Beneficiaries (where applicable)</b>	Emfuleni Local Municipality.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved institutional and administrative capability to effectively perform and implement organizational development & design framework.
<b>Indicator responsibility</b>	Municipal Institutional Support Directorate.

### Municipal Monitoring and Evaluation (Service Delivery)

<b>Indicator Title</b>	Number of municipal quarterly performance reports against the key performance areas of Local Government.
<b>Definition</b>	The indicator monitors performance of 11 municipalities in Gauteng Province based on key performance areas of local government as set out in Municipal Planning and Performance Management Regulations No. 22605 of 24 August 2001. The minimum achievement threshold is a report on the performance of six (6) municipalities based on the following key performance areas of local government: <ul style="list-style-type: none"> <li>• Basic Service Delivery;</li> <li>• Local Economic Development;</li> <li>• Good Governance and Public Participation; and</li> <li>• Financial Viability and Management.</li> </ul>
<b>Source of data</b>	Municipal SDBIPs, municipal quarterly performance reports based on SDBIPs and municipal indicator template, municipal Back to basics reports, and other reports from internal business units.
<b>Method of calculation/ Assessment</b>	Simple count of the number of completed reports.
<b>Assumptions</b>	Municipalities will make the required reports available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improvement in municipal performance.

<b>Indicator responsibility</b>	Municipal Service Delivery Monitoring and Evaluation Unit.
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<b>Indicator Title</b>	Number of annual municipal performance reports compiled as per Section 47 of the Municipal Systems Act.
<b>Definition</b>	The signed-off consolidated annual municipal performance report is a legal requirement in Section 47 of the Municipal Systems Act, which requires the MEC for local government to compile and submit to provincial legislature and Minister for Local Government.
<b>Source of data</b>	Municipal annual reports, municipal quarterly performance reports based on SDBIPs, and other reports from internal business units.
<b>Method of calculation/ Assessment</b>	Simple count of the number of completed reports.
<b>Assumptions</b>	Municipalities will make the required reports available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Report on status of municipal performance as required by section 47 of the Municipal Systems Act.
<b>Indicator responsibility</b>	Municipal Service Delivery Monitoring and Evaluation Unit.

<b>Indicator Title</b>	Number of end of term reports on municipal performance compiled (2016 – 2021 municipal end of term).
<b>Definition</b>	<p>The indicator reviews performance of 11 municipalities since the beginning of the current term of local government (2016 - 2021). The review will look at municipal performance based on the key performance areas of local government:</p> <ul style="list-style-type: none"> <li>•Institutional Transformation and Organizational Development;</li> <li>•Basic Service Delivery;</li> <li>•Local Economic Development;</li> <li>•Good Governance and Public Participation; and</li> <li>•Financial Viability and Management.</li> </ul> <p>The review will be based on municipal SDBIPs, IDPs, annual reports, back to basics reports and other municipal information. It will also review issues of alignment and cross cutting issues such as mainstreaming gender, youth and people with disabilities, democratising the institution of traditional</p>

	leadership, disaster management, planning, performance monitoring and evaluation. The review will highlight challenges, bottlenecks, areas of best practice and key areas to be addressed in the next two and a half years to the end of the term.
<b>Source of data</b>	Municipal SDBIPs, municipal quarterly performance reports based on SDBIPs and municipal indicator template, municipal back to basics reports, municipal annual reports and other reports from internal business units.
<b>Method of calculation/ Assessment</b>	Simple count of the number of completed reports.
<b>Assumptions</b>	Municipalities will make the required reports available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Improvement in municipal performance.
<b>Indicator responsibility</b>	Municipal Service Delivery Monitoring and Evaluation Unit.

### **Municipal Monitoring and Evaluation (Municipal Finance)**

<b>Indicator Title</b>	Number of compliance reports in terms of Municipal Finance Management Act, Municipal Property Rates Amendment Act, Municipal Systems Act and Remuneration of Public Office Bearers Act.
<b>Definition</b>	<p>The indicator monitors compliance of 11 municipalities in terms of the following pieces of legislation:</p> <ol style="list-style-type: none"> <li>1. Municipal Finance Management Act (MFMA): <ul style="list-style-type: none"> <li>•Tabling of municipal draft budgets (Section 16);</li> <li>•Approval of municipal budgets (Section 24);</li> <li>•Submission of annual and oversight reports to the Provincial Legislature (Section 132);</li> <li>•Submission of Annual Financial Statements (AFS) to the Office of the Auditor General South Africa (AGSA) (Section 126);</li> <li>•Internal audit units and audit committees (Section 165 and 166); and</li> <li>•Unauthorized, Irregular, Fruitless and Wasteful expenditure (Section 32).</li> </ul> </li> <li>2. Municipal Property Rates Amendment Act (MPRAA): <ul style="list-style-type: none"> <li>•Submission of General Valuation Roll (GVR) (Section 34);</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Compliance with the Rates policies (Section 3, 4, 5, 6 and 14);</li> <li>• Publication of valuation rolls (Section 49, 51, 52, 54 and 78); and</li> <li>• Valuation of appeal boards (Section 56, 58, 63, 64 and 72).</li> </ul> <p>3. Remuneration of Public Office Bearers Act (POBA):</p> <ul style="list-style-type: none"> <li>• Applications for MEC concurrence (Section 7).</li> </ul> <p>4. Municipal System Act (MSA) and its regulations:</p> <ul style="list-style-type: none"> <li>• Appointment of Senior Managers (Section 54(A) and 56).</li> </ul> <p>The minimum achievement threshold is an assessment of 6 municipalities on the compliance report.</p>
<b>Source of data</b>	<p><b>MFMA:</b> Municipal Council resolutions on Budget related matters, annual and oversight reports, Audit Action plans, risk based audit plan, minutes of the audit committee meetings, internal audit reports to audit committees and municipal UIFW reports and attendance of meetings</p> <p><b>POBA:</b> National Government Gazette on remuneration of public office-bearers and municipal applications for MEC concurrence; AGSA management letter, audited AFS and Statistics SA population information</p> <p><b>MPRA:</b> Step by step guide and Rates policy guide, MPRA template on management of reviews and appeals, municipal MPRA presentations and attendance of meetings; and</p> <p><b>MSA:</b> Municipal reports on appointments of senior managers</p>
<b>Method of calculation/ Assessment</b>	Simple count of completed reports.
<b>Assumptions</b>	Municipalities will make the required reports available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved municipal compliance with MPRA, MFMA, POBA and MSA and regulations.
<b>Indicator responsibility</b>	Municipal Finance Monitoring and Evaluation Unit.

<b>Indicator Title</b>	Number of reports on the issues raised by the Auditor General in audit reports in terms of section 131 of the MFMA.
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<b>Definition</b>	This indicator assesses the omissions by all 11 municipalities to adequately address audit issues raised by the AGSA in the audit reports. The minimum achievement threshold is an assessment of 6 municipalities on the audit findings by the AGSA.
<b>Source of data</b>	AGSA audit reports for municipalities, municipal audit action plans, municipal management letters on audit findings.
<b>Method of calculation/ Assessment</b>	Simple count of completed reports.
<b>Assumptions</b>	Municipalities will make the required reports available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Improve municipal performance.
<b>Indicator responsibility</b>	Municipal Finance Monitoring and Evaluation Unit.

## Outcome 2: Spatially integrated cities and transformed communities in the Gauteng Province

<b>Indicator Title</b>	Percentage of GPG sector departments capital investments aligned to reviewed GSDF priorities.
<b>Definition</b>	Review of GSDF 2030 (approved in 2016) to align with Growing Gauteng Together, NDP 2030, National Spatial Development Framework and new provincial policy directives as well as to comply with the Spatial Planning and Land Use Management Act, 16 of 2013 which requires the Premier of each province to develop or update a Provincial Spatial Development Framework.
<b>Source of data</b>	National Development Plan 2030 National Spatial Development Framework Integrated Urban Development Framework Gauteng Spatial Development Framework (GSDF), 2020 Municipal plans (Growth and Development Strategies, Integrated Development Plans, Spatial Development Frameworks) Provincial Sector plans (Plans, strategies, policies and programmes) New statistical data post 2020 Census.

<b>Method of calculation/ Assessment</b>	Number of sector department's capital investments aligned/Total number of sector department's capital investments x 100.
<b>Assumptions</b>	Budget; External service providers appointed; and Census 2020 Data and Information available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial Sector Departments Municipalities.
<b>Spatial Transformation (where applicable)</b>	Gauteng Province.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Integrated development planning.

<b>Indicator Title</b>	Number of business cases assessed for level of compliance to statutory Town Planning legislation from six departments with capital projects Cases.
<b>Definition</b>	Manage prescribed statutory town planning consideration as part of Business Cases developed by provincial sector departments for new capital infrastructure projects as part of submission to Provincial Treasury in relation to prescripts of Spatial Planning and Land Use Management Act, 2013.
<b>Source of data</b>	Departmental Business Case Submissions to Provincial Treasury; National, Provincial and Municipal Spatial Development frameworks and respective spatial priorities; Municipal Town Planning Schemes; Ownership information as per the Deeds Office; Municipal Bulk Infrastructure Information; and Sector Department medium and long-term infrastructure planning (IPMPs and I-AMPs).
<b>Method of calculation/ Assessment</b>	Simple count Business Cases submitted to Provincial Treasury that are compliant in terms of prescribed statutory town planning information reflected
<b>Assumptions</b>	Timeous and complete submission of Business Cases to Provincial Treasury; and Timeous comments provided by municipalities on Business Cases.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial Sector Departments Municipalities.
<b>Spatial Transformation (where applicable)</b>	Provincial and Municipal Spatial Priorities targeted.

<b>Calculation Type</b>	Cumulative (Year-to-Date).
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Integrated development planning.

<b>Indicator Title</b>	Number of metropolitan, district and local municipal capital projects in SDBIPs spatially referenced
<b>Definition</b>	Support municipalities to spatially reference (capture coordinates) for all projects reflected in their SDBIPs (as part of municipal IDPs) and link these to respective spatial priorities identified by the municipalities in their Spatial Development Frameworks.
<b>Source of data</b>	Municipal SDBIPs Location of all projects in Municipal SDBIPs Municipal Spatial Development Frameworks (SDFs) Spatial Priorities as per Municipal SDFs.
<b>Method of calculation/ Assessment</b>	Total Percentage of projects within Local and District Municipal SDBIPs that are spatially referenced.
<b>Assumptions</b>	Sufficient GIS capacity at CoGTA and District and Local municipalities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	District and Local municipalities.
<b>Spatial Transformation (where applicable)</b>	Spatial referencing SDBIP where linked to Spatial Priorities.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Integrated development planning.

### Land use management

<b>Indicator Title</b>	Number of Land Use Audits conducted for local municipalities within Sedibeng District and West Rand Districts.
<b>Definition</b>	The Spatial Planning and Land Use Management Act No. 16 of 2013 (SPLUMA) requires all municipalities to prepare land use schemes within five (5) years of implementation of the Act i.e. by 2019. SPLUMA also requires Provinces to support, monitor and strengthen the capacity of municipalities on spatial planning and land use management. Province has supported municipalities

	to develop their Land Use Schemes and during that process, the need for Land Audits was identified as important for the successful review of the land use schemes.
<b>Source of data</b>	The status quo information will be obtained from the beneficiary District municipalities and their local municipalities (i.e. previous and current land audits undertaken and the type of land use information required to review the land use scheme in compliance with SPLUMA). Other guiding documents will be consulted e.g. those that are being developed by the Department of Agriculture, Land Reform and Rural Development.
<b>Method of calculation/ Assessment</b>	Simple count of Land Use Audits conducted.
<b>Assumptions</b>	Beneficiary municipalities support the process and provide relevant information as required. Budget is available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Sedibeng District and West Rand District
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Performance as per the indicator over the respective financial years going forward.
<b>Indicator responsibility</b>	Directorate: Land Use Management.

### **Integrated Development Planning Coordination**

<b>Indicator Title</b>	Percentage of Integrated Development Plans (IDP) assessment recommendations implemented by municipalities.
<b>Definition</b>	Measurement of the number of reports submitted by GPG on IDPs.
<b>Source of data</b>	Municipal IDPs.
<b>Method of calculation/ Assessment</b>	Number of assessment recommendations implemented/Total number of assessment recommendations x100
<b>Assumptions</b>	That all GPG departments participate in IDP analysis sessions. That municipalities review their IDPs within the planning cycle.

<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	All municipalities.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Higher.
<b>Indicator responsibility</b>	Municipal Integrated Development Coordination

<b>Indicator Title</b>	Number District Development Models (DDM) launched (incorporated in DDM “One Plans”)
<b>Definition</b>	Determine to what extent Provincial projects on ECE are aligned to spatial priorities of municipal plans (incorporated in DDM “One Plans”).
<b>Source of data</b>	ECE Municipal Spatial Development Frameworks.
<b>Method of calculation/ Assessment</b>	Simple count of DDMs launched.
<b>Assumptions</b>	Municipalities have adopted SDFs Information is readily available in relevant GIS format.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Provincial Sector Department and Municipalities.
<b>Spatial Transformation (where applicable)</b>	Provincial and Municipal Spatial Priorities targeted.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Actual performance that is higher than targeted performance is desirable.
<b>Indicator responsibility</b>	Municipal Integrated Development Coordination

<b>Indicator Title</b>	Number of municipalities supported with the development of a Capital Expenditure Framework (CEF).
<b>Definition</b>	Facilitate the participation of Sector Departments in the development of Capital expenditure frameworks (CEF) aligned to SDFs.
<b>Source of data</b>	Municipal CEF Reports.
<b>Method of calculation/ Assessment</b>	Simple count of municipalities supported.

<b>Assumptions</b>	Municipalities and Sector departments will provide accurate and clean data.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Merafong, Lesedi, Rand West, Emfuleni and Midvaal.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved alignment of plans and funding; Improved integrated planning.
<b>Indicator responsibility</b>	Municipal Integrated Development Coordination

#### Infrastructure. Planning

<b>Indicator Title</b>	Number of municipalities supported to implement infrastructure service delivery programmes (Outcome 9, Sub-outcome 1) (B2B Pillar 5). MIG and other Grants.
<b>Definition</b>	Monitor compliance of infrastructure delivery programmes in collaboration with sector departments.
<b>Source of data</b>	Proof of payments; approved business plans; Municipal reports.
<b>Method of calculation/ Assessment</b>	Simple count of municipalities monitored.
<b>Assumptions</b>	Sector departments will provide the required information at the required time. Municipalities will provide proper business plans.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	9 municipalities
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Increased access to basic services.
<b>Indicator responsibility</b>	Municipal Infrastructure Planning.

<b>Indicator Title</b>	Number of municipalities supported with Technical Skills capacity challenges through MISA/ COGTA/ Multidisciplinary team of experts in engineering and town planning.
<b>Definition</b>	Facilitate and support municipalities with the technical skills capacity challenges in collaboration with MISA.
<b>Source of data</b>	Progress Reports.

<b>Method of calculation/ Assessment</b>	Manual count of number of skilled personnel provided.
<b>Assumptions</b>	There will be adequate budget.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Local municipalities.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved project implementation and integrated plans.
<b>Indicator responsibility</b>	Municipal Infrastructure Planning.

## Energy

<b>Indicator Title</b>	Number of indigent households with access to basic electricity services.
<b>Definition</b>	Measurement of municipal performance on provision of basic service (electricity provision)..
<b>Source of data</b>	Sector departments, municipalities and utilities.
<b>Method of calculation/ Assessment</b>	Simple count of indigent households with access to basic electricity services.
<b>Assumptions</b>	That municipalities will apply and receive INEP funding.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	All municipalities.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Higher.
<b>Indicator responsibility</b>	Energy Office.

<b>Indicator Title</b>	Number of Informal Settlements supported with electrification.
<b>Definition</b>	Measurement of municipal performance on provision of basic service (electricity provision in informal settlements).
<b>Source of data</b>	Sector departments, municipalities and utilities.

<b>Method of calculation/ Assessment</b>	Simple count of informal settlements electrified.
<b>Assumptions</b>	That municipalities will apply and receive INEP funding.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Increased access to basic services.
<b>Indicator responsibility</b>	Energy Office

<b>Indicator Title</b>	Number of State of Energy Outlook studies completed.
<b>Definition</b>	The Gauteng Energy Security Strategy requires that the Energy office should develop a State of Energy report every second year. The report will give an overview of the energy landscape in Gauteng.
<b>Source of data</b>	Municipalities, sector departments, private sector.
<b>Method of calculation/ Assessment</b>	Simple count of studies completed.
<b>Assumptions</b>	That a service provider will be appointed on time.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Access to information for decision making
<b>Indicator responsibility</b>	Energy Office.

<b>Indicator Title</b>	Number of Large Power Users and commercial customers Meters replaced in Merafong LM.
<b>Definition</b>	Electricity losses contribute a significant amount of lost revenue for a municipality, threatening the viability of municipalities.



<b>Source of data</b>	Municipalities, private sector.
<b>Method of calculation/ Assessment</b>	Simple count of meters replaced.
<b>Assumptions</b>	That a service provider will be appointed on time and funding will be made available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Merafong
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved municipal billing.
<b>Indicator responsibility</b>	Energy Office.

<b>Indicator Title</b>	Number of large power users billed in Emfuleni.
<b>Definition</b>	Electricity losses contribute a significant amount of lost revenue for a municipality, threatening the viability of municipalities.
<b>Source of data</b>	Municipalities, private sector.
<b>Method of calculation/ Assessment</b>	Simple count of users billed.
<b>Assumptions</b>	That a service provider will be appointed on time and funding will be made available.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Emfuleni
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved municipal billing
<b>Indicator responsibility</b>	Energy Office.

## Disaster Management

<b>Indicator Title</b>	Number of level 1 and 2 disaster management plans completed.
<b>Definition</b>	A provincial disaster management plan is developed as required by section 39 of the disaster management act, 2002 (Act 57 of 2202).

<b>Source of data</b>	Disaster risk assessments, consultation sessions (Invitations, agenda, presentation, attendance registers,) Minutes of Advisory forum meetings; Disaster Management Plan document.
<b>Method of calculation/ Assessment</b>	Manual count of number of disaster management plans completed.
<b>Assumptions</b>	Participation of sector departments and municipalities.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	All municipalities.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Effective implementation of the disaster management function.
<b>Indicator responsibility</b>	Disaster Management.

<b>Indicator Title</b>	Number of Municipal Disaster Management centers supported to remain functional.
<b>Definition</b>	All the municipal disaster management centres (Metro/District) in the province maintained on their functionality in terms of the Disaster Management Act, 2002.
<b>Source of data</b>	DCoG monitoring and evaluation tool. Quarterly report in terms of section 24(4)-(8) of the Disaster Management Act, 2002 and the national Monitoring and Evaluation Framework. Invitations, agenda, presentation, attendance registers, quarterly reports on municipalities supported towards ensuring functional Disaster Management Centres. Minutes of Advisory forum meetings; Disaster Management Plan.
<b>Method of calculation/ Assessment</b>	Manual count of number of Municipal Disaster Management centers supported.
<b>Assumptions</b>	Participation of municipal disaster management centers Availability of information.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	All regions.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Timeously response to disaster incidence and reduce the impact of distress communities.
<b>Indicator responsibility</b>	Disaster Management.

## Fire and Rescue

<b>Indicator Title</b>	Number of Municipalities supported on Fire brigade services.
<b>Definition</b>	3 Municipalities supported on fire and rescue services to develop bylaws as required by section 16 of the Fire Services Brigade Act, 1987 (Act 99 of 1987).
<b>Source of data</b>	Invitations, agenda, presentation, attendance registers, quarterly reports on municipalities supported on fire and rescue services to develop bylaws.
<b>Method of calculation/ Assessment</b>	Simple count of number of municipalities supported and bylaws developed.
<b>Assumptions</b>	Participation of municipal fire stations.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Effective implementation and compliance to fire service bylaws.
<b>Indicator responsibility</b>	Fire and Rescue Services.

## Outcome 3: Effective Systems of Cooperative Governance

### Back 2 Basics

<b>Indicator Title</b>	Number of municipalities that are functional in terms of B2B indicators.
<b>Definition</b>	<p>The municipality that are functional refers to those that have achieved 80% of B2B categorization indicators</p> <ul style="list-style-type: none"> <li>• Strong political and administrative leadership:</li> <li>• Characterised by political stability</li> <li>• Councils meeting as legislated</li> <li>• Functional council and oversight structures</li> <li>• Regular report-back to communities</li> <li>• Low vacancy rate</li> <li>• Collection rates above 80% on average</li> <li>• Spending on capital budgets above 80%</li> </ul>

	<ul style="list-style-type: none"> <li>• Continuity in the administration</li> <li>• Consistent unqualified audit outcomes</li> <li>• Consistent spending of capital budgets</li> <li>• Responsive to service delivery needs</li> <li>• Evidence of good administrative and financial management</li> <li>• Implemented climate change risk and mitigation plans</li> <li>• Implemented LED strategies</li> <li>• Spatially integrated IDPs.</li> </ul>
<b>Source of data</b>	Quarterly B2B reports.
<b>Method of calculation/ Assessment</b>	Number of municipalities monitored.
<b>Assumptions</b>	Municipal B2B action plans are developed and implemented.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Municipalities.
<b>Spatial Transformation (where applicable)</b>	All municipalities.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	80% of indicators achieved.
<b>Indicator responsibility</b>	B2B unit.

<b>Indicator Title</b>	Percentage of community concerns referred to COGTA resolved
<b>Definition</b>	Community concerns are complaints that are referred to the RRT team by CDWs, the OoP, President's Hotline, Councillors, members of the community, NCOP.
<b>Source of data</b>	Rapid Response Team reports
<b>Method of calculation/ Assessment</b>	Number of community concerns resolved.
<b>Assumptions</b>	Community concerns are referred to CoGTA.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	All municipalities
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly

<b>Desired performance</b>	80% of community concerns resolved.
<b>Indicator responsibility</b>	Rapid Response Team.

<b>Indicator Title</b>	Percentage of Nthirisano commitments that have COGTA implications implemented
<b>Definition</b>	Commitments that have been decided at the Nthirisano Outreach.
<b>Source of data</b>	Nthirisano tracking document.
<b>Method of calculation/ Assessment</b>	Number of commitments that are made with an implication for COGTA.
<b>Assumptions</b>	The Premier announces Nthirisano commitments.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Gauteng communities.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly
<b>Desired performance</b>	80% of commitments are implemented.
<b>Indicator responsibility</b>	Rapid Response Team.

<b>Indicator Title</b>	Number of municipalities that integrate SDGs in their IDPs.
<b>Definition</b>	Municipal IDPs reflect the 17 SDGs agreed upon at the United Nations.
<b>Source of data</b>	IDPs.
<b>Method of calculation/ Assessment</b>	Number of municipalities that integrate SDGs into the IDPs.
<b>Assumptions</b>	Municipalities comply with IDP legislation.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	All municipalities integrate SDGs in their IDPs.
<b>Indicator responsibility</b>	Back 2 Basics unit.

## Intergovernmental Relations

<b>Indicator Title</b>	Number of Statutory IGR Structures' functional in accordance with the IGR Framework Act.
<b>Definition</b>	Identification of statutory Governance and IGR Structures that have been established. Monitor and support the functionality in terms of the regularity of meetings and the production of reports and recommendations submitted to the Executive Council (provincial level) or the municipal councils (municipal level). Provide secretariat support to the MEC/Mayor and HOD/MM IGR Forums. Play a leading role in the development of PCF agenda.
<b>Source of data</b>	The source of collection will be limited to PCF resolutions, MEC/MMC resolutions, District Intergovernmental Relations (IGR) resolutions and MEC/Mayor's Forum resolutions.
<b>Method of calculation/ Assessment</b>	Simple count of functional Cooperative Governance and IGR structures.
<b>Assumptions</b>	IGR structures are established and functional.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Improved intergovernmental coordination through effective and functional IGR structures.
<b>Indicator responsibility</b>	Intergovernmental Relations

<b>Indicator Title</b>	Percentage implementation of decisions taken at the IGR forums.
<b>Definition</b>	MEC - Mayors IGR Forum is a consultative IGR Forum to discuss matters of mutual interest, including implementation in the province of national and legislation affecting local government interests.  - The coordination of provincial and municipal development planning to facilitate coherent planning. -any other matters of strategic importance that affect interests of local government.  HoD-MMs - Facilitate the coordination and alignment of national and provincial development planning and municipal development planning.

	- Provide a consultative mechanism on relation to strategic and cross-cutting matters affecting local government. The decisions that will be monitored will be from the action lists from these two meetings.
<b>Source of data</b>	Records of Decision, Action Plan and Minutes.
<b>Method of calculation/ Assessment</b>	Decisions implemented/ Total Decisions taken x 100.
<b>Assumptions</b>	Decisions taken collectively are implemented in practice.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Non- Applicable.
<b>Spatial Transformation (where applicable)</b>	Non- Applicable.
<b>Calculation Type</b>	Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	Successful implementation of decisions.
<b>Indicator responsibility</b>	Director: Intergovernmental Relations and Traditional Institutional Management.

### Municipal governance and Administration

<b>Indicator Title</b>	Number of municipalities monitored on the extent to which anti-corruption measures are implemented.
<b>Definition</b>	Monitor regularly and report on the extent to which municipalities implement anti-corruption measures towards promoting good governance. The anti-corruption measures are inter alia policies or strategies (anti-fraud, whistle blowing investigation), structures (Committees) and awareness /training.
<b>Source of data</b>	Municipal reports and /or data on the extent to which municipalities implement anti-corruption measures.
<b>Method of calculation/ Assessment</b>	Simple count of municipalities monitored.
<b>Assumptions</b>	Municipalities will provide the necessary reports.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Gauteng Province.
<b>Calculation Type</b>	Cumulative.

<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	All municipalities reduce fraud and corruption.
<b>Indicator responsibility</b>	Governance and IGR.

<b>Indicator Title</b>	Number of municipalities supported on ethics and integrity management.
<b>Definition</b>	To change the organisational culture of municipalities including the administrative and political leadership as well as the staff members. The project aims to assist municipalities to adapt their strategies and action plans to the Municipal Integrity Framework, which includes the following pillars: Leadership commitment; Community ownership; Governance structures; <ul style="list-style-type: none"> <li>•Prevention;</li> <li>•Detection;</li> <li>•Investigations;</li> <li>•Resolution; and</li> <li>•Reporting.</li> </ul>
<b>Source of data</b>	<ul style="list-style-type: none"> <li>•Training programmes held;</li> <li>•Ethics workshops held;</li> <li>•Ethics strategies and action plans developed and adopted by council;</li> <li>•Maturity Assessments; and</li> <li>•Ethics risk assessments.</li> </ul>
<b>Method of calculation/ Assessment</b>	Simple count of municipalities supported.
<b>Assumptions</b>	Whistleblowers will report cases. Municipalities will avail the necessary resources to conduct investigations.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Gauteng Province.
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Annually.
<b>Desired performance</b>	Promoting good practice, enhancing community confidence in government, strengthening municipal resilience against corruption, and building trust and accountability through effective investigation and resolution.



<b>Indicator responsibility</b>	Governance and Administration.
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## Outcome 4: Strengthened institution of Traditional Leadership

<b>Indicator Title</b>	Number of Traditional Councils supported to perform their functions.
<b>Definition</b>	To support capacity initiatives for Traditional Leaders. To review the complaints within the legislative framework and respond to complainants. Ensure that systems and structures are in place to govern the cultural practice of initiation.
<b>Source of data</b>	Monitoring reports, minutes of meetings, hotline reports.
<b>Method of calculation/ Assessment</b>	Simple count of Traditional Councils supported.
<b>Assumptions</b>	Traditional Councils will cooperate and allow the department to support them.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Gauteng.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	Traditional Leaders that are empowered to play their role in modern society.
<b>Indicator responsibility</b>	Traditional Affairs.

<b>Indicator Title</b>	Percentage of succession claims/disputes processed.
<b>Definition</b>	Investigation of all outstanding succession claim/disputes received and lodged with the Department and report filed to the EA.
<b>Source of data</b>	Record of complaints received; submissions and letters of response; minutes of meetings and attendance registers.
<b>Method of calculation/ Assessment</b>	number of succession disputes and claims processed/total number of succession claims and disputes registered X 100
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Commission on Traditional Leadership Disputes and Claims established;</li> <li>• Leaders accept the recommendations of the Commission;</li> <li>• Complex cases can be resolved.</li> </ul>

<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Gauteng.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	All succession claims and disputed received processed.
<b>Indicator responsibility</b>	Traditional Leadership Directorate.

<b>Indicator Title</b>	Number of initiation schools complying with the National Initiation Schools guidelines.
<b>Definition</b>	Monitoring of registered initiation schools to comply with National Guidelines, requirements and other national legislation.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>•Completed Checklist</li> <li>•Monitoring reports.</li> </ul>
<b>Method of calculation/ Assessment</b>	Manual count of the schools that complying with the guidelines.
<b>Assumptions</b>	Initiation schools will comply with the guidelines. Communities will report incidences.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-cumulative.
<b>Reporting Cycle</b>	Annually.
<b>Desired performance</b>	All initiation schools to comply with National guidelines.
<b>Indicator responsibility</b>	Traditional Leadership Directorate..

<b>Indicator Title</b>	Number of Traditional leaders or representative attending municipal sittings
<b>Definition</b>	Promote participation of traditional leaders in municipal councils in terms of section 81 of Municipal Structures Act.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>•Attendance registers of workshops/meetings conducted with traditional leaders/councils</li> <li>•Attendance registers of participation of traditional leaders in municipal council from municipalities.</li> </ul>

<b>Method of calculation/ Assessment</b>	Manual count of the number of traditional leaders or representatives participating in municipal councils.
<b>Assumptions</b>	Traditional Leaders will avail themselves for the sitting.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable.
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired performance</b>	To support all identified traditional leaders to participate in municipal councils.
<b>Indicator responsibility</b>	Traditional Leadership Directorate.

<b>Indicator Title</b>	Number of Traditional Authorities supported to participate in the IDP processes
<b>Definition</b>	Promote participation of traditional authorities (councils) in the development of local IDPs in terms of section 4 of Municipal Systems Act.
<b>Source of data</b>	Attendance registers of workshops conducted •Monitoring reports.
<b>Method of calculation/ Assessment</b>	Manual count of the number of traditional authorities participating in IDP processes.
<b>Assumptions</b>	The Traditional Leaders will avail themselves for the meetings.
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable.
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Non-Cumulative..
<b>Reporting Cycle</b>	Annual.
<b>Desired performance</b>	All traditional authorities (councils) participating in the preparation, implementation and review of the IDP in terms of Section 5 of the Municipal Systems Act.
<b>Indicator responsibility</b>	Traditional Leadership Directorate.

**Annexures to the Annual Performance Plan**

The following annexures must be included in the Annual Performance Plans of institutions where applicable:

**Annexure A: Amendments to the Strategic Plan**

Provide details of the revisions to the approved Strategic Plan with reasons for the revisions and the financial year in which the revisions were made. These must be consistent with the format for the Strategic Plan and reflect the area where the amendment has been made.

**Annexure B: Conditional Grants**

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Period of Grant
N/A				

**Annexure C: Consolidated Indicators**

Institution	Output Indicator	Annual Target	Data Source
N/A			

